

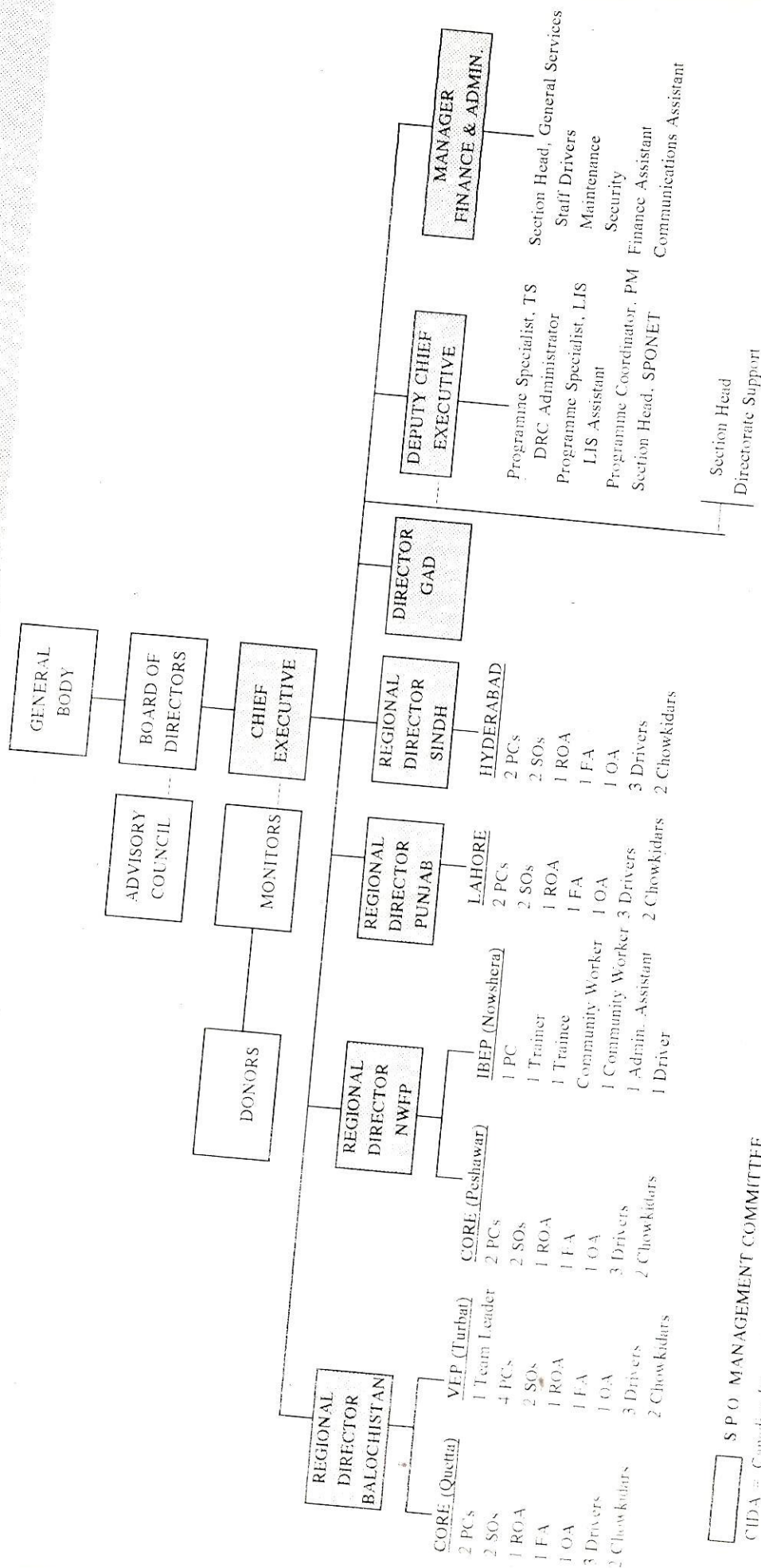
ANNUAL REPORT 1996-97



SPO (Strengthening Participatory Organisations)

Set up under a licence from CLA under Section 42 of the Companies Ordinance 1984.

SPO ORGANOGRAM

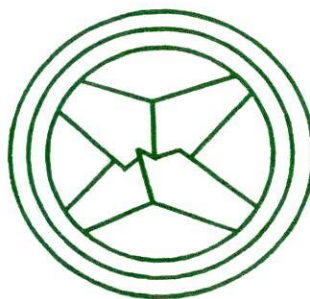


SPO MANAGEMENT COMMITTEE

CIDA = Canadian International Development Agency, LIS = Learning Information System, SPONET = SPO Network, TS = Technical Support, GAD = Gender And Development
DRC = Development Resource Centre, PC = Programme Coordinator, SO = Social Organizer, ROA = Regional Office Administrator, FA = Finance Assistant, OA = Office Assistant

ANNUAL REPORT

1996-97



SPO
Strengthening
Participatory
Organisations

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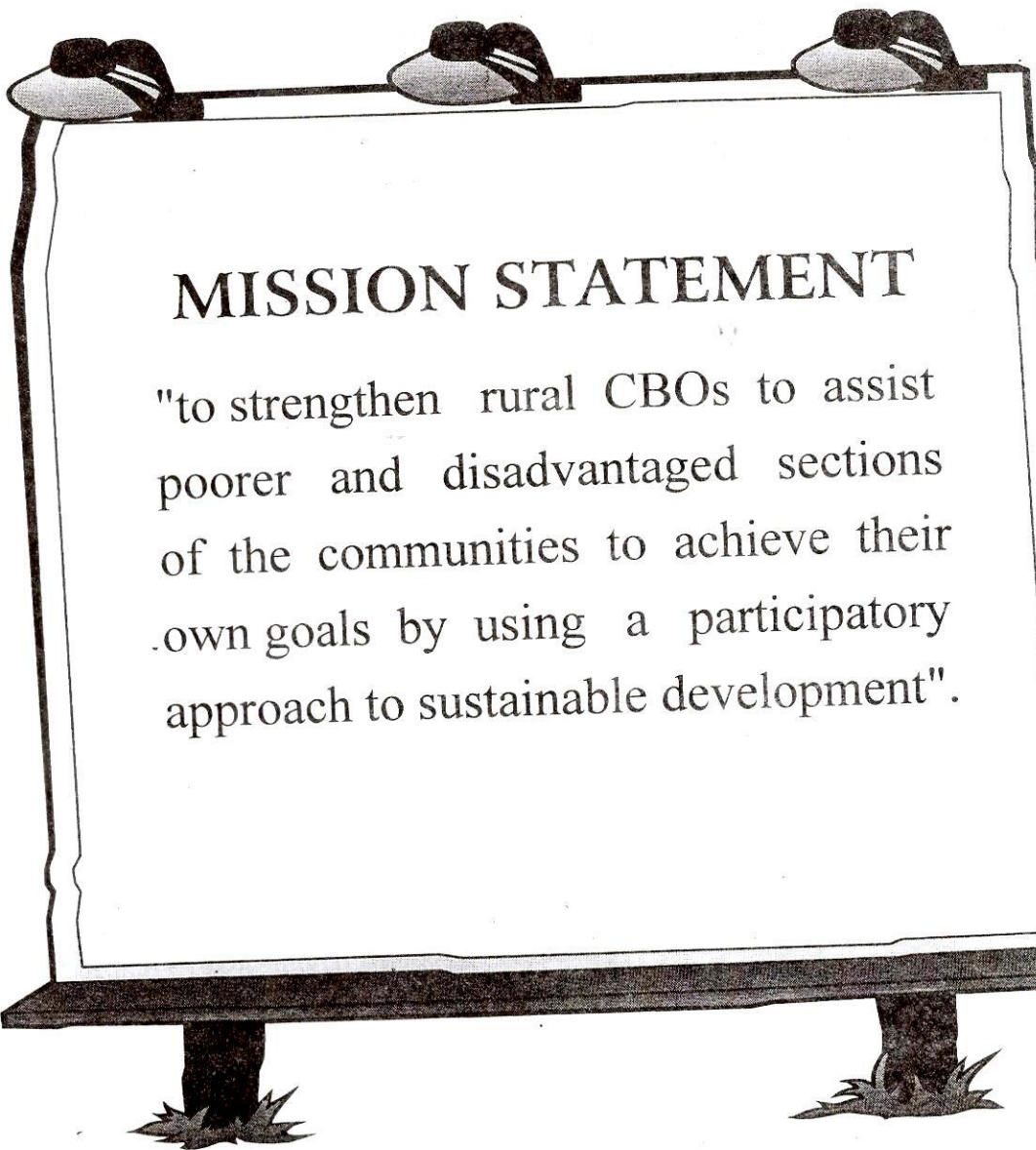
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ANNEX-A: List of SPO General Body and Board of Directors

ANNEX-B: Recommendations of "Local Initiatives in Development" Conference

LIS	Learning Information System
LRP	Local Resource Person
LUMS	Lahore University of Management Sciences
MIS	Management Information System
M&E	Monitoring and Evaluation
NARC	National Agriculture Research Council
NC	National Centre
NFE	Non Formal Education
NGO	Non Governmental Organization
NGORC	Non Governmental Organization Resource Centre
NRSP	National Rural Support Programme
NWFP	North West Frontier Province
OA	Office Assistant
OPP	Orangi Pilot Project
PEP	Primary Education Project
P&D	Planning and Development
PIM	Pakistan Institute of Management
PLA	Participatory Learning & Action
PMLC	Prime Minister's Literacy Commission
PNCC	Pakistan NGOs Coordination Council
PNF	Pakistan NGO Forum
PO	Post Office
POR	Participatory Organizational Review
PP	Partnership Plan
PRA	Participatory Rural Appraisal
PRM	Programme Review Committee
PTV	Pakistan Television
RAC	Regional Advisory Council
RD	Regional Director
RDP	Regional Development Programme
RDOCC	Rural Development Organizations Coordination Council
RHC	Rural Health Committee
ROA	Rapid Organizational Appraisal
RPAC	Regional Project Approval Committee
SAFWACO	Social Agricultural Forestry Workers Organization
SAP	Social Action Programme
SAP-PAK	South Asia Partnership - Pakistan
SCARP	Salinity Control and Reclamation Programme
SCF	Save the Children Fund
SCOPE	Society for Conservation and Protection of Environment
SHF&A	Section Head, Finance & Administration

SMC	Senior Management Committee
SMP	Social Marketing Project
SNI	Sarhad NGOs Ittehad
SNGOF	Sindh NGOs Federation
SPDC	Sustainable Policy Development Centre
SPO	Strengthening Participatory Organization
SSF	Social Sector Fund
SWOT	Strength, Weakness, Opportunities & Threats
TVO	Trust for Voluntary Organizations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VEC	Village Education Council
VEP	Village Education Programme



MISSION STATEMENT

"to strengthen rural CBOs to assist poorer and disadvantaged sections of the communities to achieve their own goals by using a participatory approach to sustainable development".

Executive Summary

1. Introduction:

SPO (Strengthening Participatory Organization) is an independent national development NGO. It has adopted the role of support organization for the rural community based organizations since 1994 when it was registered as a not for profit company under CLA, it has been working for the capacity building of CBOs. The present reporting year has come up with three main strategies apart from this basic role of capacity building:

- a) Self Sustaining Strategy
- b) Women Emancipation
- c) CBO-Government Collaboration for Social Development.

2. Development Strategies:

- DPM modules were expanded and revised.
- Self Sustaining Strategy: SPO acted as a catalyst in the formation of 12 Coordination Councils and identified 18 Local Resource Persons.
- Women Emancipation Programme: This is a new Programme wherein the female groups were mobilized and organized in the area of male CBOs.

Thirty groups were organized in different districts and few of the groups have transformed into regular CBOs. About 8 groups are trained on the lines of male CBOs and are actively participating as Female Development Organizations (FDOs).

- Government-NGO Collaboration: The national dialogue was sponsored by SPO in November, 1996. Thirty representatives of CBOs, major NGOs, Government Ministries and Donor Organizations participated and discussed the following themes:
 1. Role of Participatory Development & Empowerment
 2. Micro Credits versus Poverty Alleviation
 3. Rural Perception of the Donors
 4. The Effect of Follow-up on Community Development
 5. Non-formal Education as a Vehicle for Female Empowerment
 6. Sustainability of Neo-literate
 7. CBOs as a Vehicle for Local Development
 8. Role of Networks in Community Development
 9. NGO-CBO-Government Collaboration
 10. Role of LRPs as a Catalyst.

Subsequently, the CBOs Conference on Local Initiatives in Development was organized on provincial level at Lahore on May 12-13, 1997. Governor of Punjab inaugurated this Conference.

The provincial Conferences are planned for all the provinces.

- Orientation of Policy Makers: The officials of the Ministry of Women Development, Social Welfare & Special Education were given a presentation on SPO. The Secretary to the Government of Pakistan presided over.

3. Core Programme:

- Selection of New Districts: Four new districts were selected for the extension of SPO Programme. These are Pishin, Gujrat, Nowshera and Malir. Forty Seven new CBO partners were selected in these clusters.
- DPM cycle was completed with 101 CBOs this year and 300 DPM Graduates emerged.
- Projects: 21 new projects were approved by Regional Projects Approval Committees. These projects are at different steps of implementation. The overall trend this year was in favour of poverty alleviation projects i.e. income generation and micro-credits.
- Monitoring: 53 projects were monitored in all the regions.
- Trainings: The sectoral trainings were given to the members of 50 CBOs in:

○ Dairy Farming & Poultry	= 02 CBOs (of NWFP)
○ Monitoring Capacity	= 08 CBOs (of NWFP)
○ Iodine Salt & Community Health	= 03 CBOs (of Punjab)
○ Mushroom Cultivation	= 01 CBO (of Balochistan)
○ Gender & Development	= 15 CBOs (of Sindh)
○ Goal Setting	= 02 CCs (of Sindh)
○ PRA Methodology	= 07 CBOs (of Sindh)
○ Economic Empowerment of Rural Women	= 04 FDOs (of Sindh)

These trainings were identified by CBOs as their need.

- Farmer's Organizations: SPO-Sindh was contacted by SCARP for mobilizing farmers and formation of their groups to take over the SCARP tube wells. 101 farmer organizations formed and 70 tube wells were taken over by them. The project has been completed.

4. Development through literacy:

a) Village Education Programme (VEP):

SPO launched its Village Education Programme (VEP) in 1993 in Mekran. The model is based

on the mobilization of communities to organize themselves into Village Education Committees (now known as AZTs) and start non-formal literacy for women. In the reporting year, 6 new AZTs were capacitated, taking the total to 32 AZTs and 6 new literacy centres were established making 38 in total. Six new villages are identified and Turbat cluster is formed.

During the reporting year, 475 women completed non-formal literacy taking the total to 703 literates. Apart from this, 167 girls are following their non-formal primary education and are in class 3 & 4.

Nine AZTs are maintaining bank accounts, 5 of them have presented their projects. Four projects were approved for micro-credits. This is an important step in the lives of Anjuman Zanana Taleems (AZTs) to become development organizations and translate the dream of "Development through Literacy" into a reality.

b) Integrated Basic Education Programme (IBEP):

The Integrated Basic Education Programme (IBEP) was supported by The Asia Foundation to support formal primary education in District Nowshera (NWFP). Thirty schools were awarded to SPO. Fourteen schools were taken over by the Government of NWFP, Education Department as regular schools. The VECs of the villages shall be supporting the schools. Sixteen schools are being managed by the VECs.

Meanwhile, 03 of these VECs have been transformed into regular CBOs and are organized in the Nowshera cluster of SPO Core Programme. Four CBOs have applied for registration.

5. Governance:

SPO has 34 members in its General Body from all over Pakistan. These are volunteers and meet once a year in Annual General Meeting to approve the Annual Report and Audited Financial Report. Meeting was held on November 11, 1996.

The Board of Directors consists of 13 Directors who are all volunteers. The Board of Directors provided guidance in the policy matters, budgets and overall activities of SPO. The Board has 4 meetings during the year and took important decisions and approved the multi-year strategic plan and business plan.

Apart from this, there are two forums of SPO staff:

- a) Programme Review Meeting (PRM) which are held semi-annually.
- b) Senior Management Committee (SMC) meets quarterly.

The Programme is reviewed and fine tuned. The progress and strategic directions are set in these PRMs. SMC takes the administrative decisions and helps in the implementation of developmental initiatives.

6. Role of SPO National Centre:

The central office at Islamabad has the following responsibilities:

a) To manage Development Resource Centre (DRC). This centre has 4 databases:

- | | |
|---|-----------------------|
| 1) NGO Database: 19 NGO profiles entered. | Total 8788 |
| 2) Resource Database: 279 new books acquired and entered. Resource material entered. List of new arrivals circulated to SPO offices. | Total 1141 |
| 3) Support Agencies Database: | Total entries are 48 |
| 4) Human Resource Database: | Total entries are 106 |

b) To manage LIS (Learning Information System). This year, LIS team performed a significant role to functionalize the system and has succeeded to complete:

- Software Development
- Procedure Development.

LIS Phase-I contains the information about monthly activities of SPO and Phase-II provides the tool to measure the impact of capacity building indicators which are divided further into sub-indicators.

During the reporting year, Programme Specialist, LIS shared the SPO experience of developing information system with AKRSP and SAP-PAK.

c) Staff Development activities are coordinated.

- Ms. Savera Hayat, Programme Coordinator - Projects Monitoring & Ms. Shireen Dinar, Section Head - DRC attended training on "Monitoring & Evaluation" at NARC, Islamabad on December 14-25, 1996.
- SPO National Centre's Programme Staff attended a workshop on "Review of Contact Cycle" facilitated by Cowater - Mr. Abdul Haye on January 5-6, 1997.
- Senior Management at SPO National Centre attended a "Senior Management Training (SMC members)" on January 5-8, 1997.
- Mr. Aaref Farooqui, Section Head - Directorate Support attended training on "Effective Letters, Reports & Presentations" on February 15-20, 1997 at PIM, Karachi.

- Financial Management Workshop-II was conducted at Islamabad office (March 18-19, 1997) facilitated by Mr. Don Coleman of Cowater and Mr. Zubair Kiyani, Manager Finance & Administration, SPO. The Regional Directors and Section Head, Finance and Administration of all regions attended the workshop.
 - Mr. Aaref Farooqui, Section Head - Directorate Support attended training on "How to Conduct Better Performance Appraisals" on June 16-18, 1997 at PIM, Lahore.
- d) **Monitoring:** The projects are monitored by the Programme Coordinator - Projects Monitoring and the process is monitored by the Deputy Chief Executive.

The year has been very exciting with hectic activities for everyone in SPO. The Donor negotiations for Balochistan and VEP Programmes with the Royal Netherlands Embassy and the subsequent appraisal by KZR were very educative. The results are awaited. The European Commission protocol was signed by the European Commission delegation with the Government of Pakistan in December, 1996. The details are being worked out for Sindh and NWFP Programmes. SPO's leap forward was the concept of Local Initiatives in Development Conferences. These conferences have opened the lid and the fragrance of our humble work is being felt all over the developmental sector.

e) **Linkages:**

- Role in the NGO Network: SPO chaired SNI, presently holds Secretariat of PNCC and participated in NGO-Senate Dialogue on the NGO Bill.
- SPO-National Centre provided facility to the meetings of other NGOs.
- Participated in Local Dialogue Group discussions organized jointly by UNDP and Government of Pakistan, Economic Affairs Division.
- SPO supported the SPDC study on SAP-I survey.

7. Performance Evaluation and Awards distribution Process:

At SPO, an appraisal is a participatory process which allows an opportunity to:

- discuss the appraisee's progress over the past year with his/her line supervisor;
- for the appraisee to raise any problems he/she may have identified;
- for the appraisee to identify any necessary skills he/she would like to develop.

Appraisals happen either annually at the anniversary of the employee or at the end of the probationary period or it may be an interim report as required by the Chief Executive.

An approved format of "Performance Evaluation Report" is used to review, discuss and analyze the work of an employee to measure his/her achievements during the year against the following categories.

1. Outstanding (76% & above)	MSI (which includes two step increment and MSC)
2. Commendable (65-75%)	Certificate of appreciation with normal one step increment
3. Satisfactory (50-64%)	Normal one step increment
4. Marginal (35-49%)	Warning with holding normal increment for atleast three months.
5. Unsatisfactory (34% & below)	Disciplinary action up to termination from the job.

# of Appraisals conducted throughout SPO during 1996-97	67
# of Meritorious Services Certificate (MSC)	08
# of Meritorious Services Increment (MSI)	03

8. Learnings:

- The DPM intervention was evolved to transform the welfare dominated elite lead communities to participatory development mode. The ages old aspirations of community leaders to act as authoritarian mini feudal are meshed in the fabric of society. CBOs have changed amazingly but still there are examples of failure wherein the old age system has shattered the dream of participation.
- The learnings of trainings are not fully internalized by the participants, specially in the relationship with women. It is fascinating to observe the stories of women equity by community activists but their personal lives do not mimic the image.
- The income generation projects do not portray the assumed results. In the case of agriculture equipment (tractor, etc.) the benefits and returns do not match with the depreciation value.
- SPO is a new micro credit practitioner. The experience is one year which is quite encouraging. The saving trend is not yet established as a strict protocol for these loans. There is no system for repayment in the case of sudden death of loanee.
- The young development professionals (a new cadre of Pakistan) is developing very fast. The people with commitment and ambitions to contribute to society and earn clean money are coming up to opt the careers in NGO. There is no career planning/structure. This phenomenon has made these young enthusiasts to look into new openings constantly. This sometimes becomes negative for the parent organizations.

CHAPTER - 1

INTRODUCTION

SPO is ten years old in 1997. In the first decade of its life it has gone through transformation thrice. Firstly, in 1987, an agreement took place between the Government of Pakistan and CIDA to set up Pakistan-Canada Small Projects Office (SPO) to provide support to the non-government community based projects. The first three years of SPO life focused on acting as an intermediary funding organization for community based voluntary organizations in Pakistan.

Secondly, in 1991, it was realized that most of the community based organizations lacked the capacity to systematically plan and effectively implement any development initiatives. This realization brought two major changes in SPO strategy which were:

- Redefining target groups through which SPO would only focus on rural communities.
- Adopting a more supportive role which focused on capacity building.

Thus SPO started functioning as a support organization for the rural community based organizations to train them in matters of:

- identifying and mobilizing local resources
- enhancing community participation
- increasing women involvement
- addressing environmental concerns
- planning, management and evaluation of development initiatives. Thirdly, in 1994, SPO (Strengthening Participatory Organization) registered itself under the Companies Ordinance 1984 as an indigenous

support organization. This was possible with the technical support of CIDA and Cowater International (Canadian Executing Agency). A long term design of SPO was presented to the Governments of Canada and Pakistan which was finally approved after a long drawn out struggle of almost two years.

In the third phase of SPO, the role of a support organization has been adopted in letter and spirit. The CBO clusters are created and trainings are imparted through DPM (Development, Planning & Management) cycle. After the completion of DPM, CBOs design their developmental projects which are funded either through SSF (Social Sector Fund) inherited from the bilateral project or presented to other donor agencies such as Canada Fund, TVO, ILO, etc. The question of withdrawal from the communities has been of concern for the support organizations from a long time. SPO conducted long term strategic planning workshops with CBOs, Local Resource Persons, SPO staff and the members of the Board of Directors and in the light of long term Strategic Plan a Business Plan was worked out. During these exercises "Self Sustaining Strategy" was devised. Apart from this, women participation in development has remained a stumbling block. The rural communities have cultural inconveniences to allow mixed organizations. SPO strategized to form female groups and developed them into Female Development Organizations (FDOs). The strategy is known as Women Emancipation Programme. A separate position of Director, GAD was created to guide and lead this Programme on national level.

Development can be meaningful if the Government line agencies and the communities get together and discuss the participation methods for implementation. SPO organized the first CBOs/NGOs - Government dialogue known as Local Initiatives in Development (LID) at national level in Islamabad involving the policy makers, donors, representatives of leading NGOs and the SPO partner CBOs. In the light of these discussions the provincial dialogues were planned. First conference of the regional dialogue series was held in Lahore on May 12-13, 1997.

The present reporting year (1996-97) has come up with three main strategies apart from the basic role of support organization, namely:

- self sustaining strategy
- women emancipation
- CBO-Government collaboration for social development.

The year has been exciting and full of anxieties on the NGO and political fronts. The proposed NGO bill became a serious concern for the majority of NGOs and CBOs. The Pakistan NGO Forum (PNF) took a lead role to put forward the view point of NGOs to the Senate Standing Committee on Social Welfare. The alternate bill was drafted with the help of a legal advisor and was presented to the Committee. A final version was agreed between the Committee and PNF negotiating team. The collating units of PNF viz CORIN, SNI, PNCC, BNGOF & SNGOF were very active in the process. SPO played its role as and when was asked by PNF and CORIN and remained one of the members of negotiating team. The bill is still pending for presentation to the parliament.

There were three Governments during the reporting year. After the dismissal of previous Government, the Caretakers launched crisis management of economy. The President of Pakistan announced "President's Package for Poverty Alleviation" on December 25, 1996. Soon after Pakistan Poverty Alleviation Fund Corporation was registered under CLA. The CEO was nominated as the member of Board of Directors on this national organization which has 12 Directors, 3 from Government of Pakistan and 9 from Civil Society.

The new Government was installed in mid February after the general elections of February 3, 1997. The uncertainties which were initiated soon after Budget-96 have settled to certain extent.

SPO team has been working tirelessly during all the events. In fact this was one of the stable productive year for SPO when the team have achieved almost 100% targets.

The year was hectic on the negotiation front. SPO had successful negotiations with The Asia Foundation and the funding for IBEP (Integrated Basic Education Programme) Nowshera was provided for July, 1996 to December, 1997. The Women Emancipation Programme concept was agreed by the Foundation and one position for Female Social Organizer for NWFP and the position for Director, GAD at the National Centre for two years. The negotiations with Royal Netherlands Embassy for Balochistan and VEP Programme was an active affair with appraisals from the Consultants of RNE and the Embassy Staff.

The European Commission signed RDSP project with the Government of Pakistan on December 17, 1996. SPO is also one of the seven partner

NGOs in this Programme. The documentation process continued till the end of the last fiscal year.

SPO looks forward with confidence and new zeal to support the rural communities to take them to the centre of developmental stage in the coming years. SPO believes in the empowerment of poor so as to ensure their effective partnership in the development of Pakistan.

1.1 SPO's Role in Social Development:

SPO has supported and played the role of a catalyst in getting together, different NGOs, CBOs, Government Line Departments and other Private Organizations for the cause of development. This has been done through arranging seminars and workshops on common issues for partner CBOs/NGOs of the area, helping in exchange visits for different CBOs/NGOs; supporting the formation of Regional Coordination Councils; making distinct contributions in the formation of NGO Networks; and stimulating the formation of Provincial Coalitions and Federations.

SPO has played an active role in the formation of NGO Coordination Councils at the regional as well as national levels. SPO is a member of all coalitions/federations at the national level. Following are some of SPO's contributions to social development:

- Chairing the Sarhad NGO Itihad and hold its Secretariat (till March, 1997).
- Coordinating Secretariat of PNCC (since October, 1996 to date).
- Played an active role in the institutional building of Sindh NGO Federation which has

been linked with the Swiss NGO Programme for funding.

- Active member of Punjab NGO Coordination Council, Balochistan NGO Federation and Coalition of Rawalpindi and Islamabad NGOs.
- Member of negotiating team of Pakistan NGO Forum for Standing Committee of Senate on NGO Bill.
- Member of IUCN and a regular participant of Pakistan Chapter. Chief Executive attended World Conservation Congress of IUCN at Montreal, Canada in October, 1996.
- An NGO member of Micro Credit Committee.
- SPO's Chief Executive was a member of the National Selection Committee for Global Environment Facility of UNDP (till November, 1996) and the Task Force for the 9th Five Year Plan of Government of Pakistan.
- SPO offices provided facilities for meetings of Rawalpindi and Islamabad NGO Coalition; Islamabad Social Scientist Forum; Women Action Forum; Pakistan-India People Forum for Peace and Democracy; and Sindh Graduates Forum.
- SPO supported dissemination of the UNDP material on Poverty Alleviation in Urdu, Pushto and Sindhi and organized seminars on the same at Quetta, Mandi Bahauddin, Hyderabad, Peshawar and Turbat.



- SPO participated in the Local Dialogue Group discussions organized by UNDP/GoP for Government-NGO-Donor Collaborations.
- SPO was nominated by the Common Wealth Foundation to attend the workshop on NGO-State Relations and Change in Asia held in New Delhi in November, 1996.
- SPO participated in the initial discussions on the concept of "NGO-Umbrella Programme" of UNDP.
- SPO participated in the round table on "Interim Crisis Management and Economic Implication for the Future" by Planning Division, Government of Pakistan.
- Chief Executive was nominated member on the Board of Directors of Pakistan Poverty Alleviation Fund Corporation and on the Board of Association for Development of Human Resources (ADHR).
- SPO supported SPDC in the survey on SAP-I.
- Chief Executive served on the Task Group for "Strategy on Programme of Cooperation, UNICEF-GoP" (1999-2003).

CHAPTER - 2

DEVELOPMENT STRATEGIES

The leading strategy of SPO for development has been trainings for the capacity building of CBOs. The training modules were developed in 1992 and are known as DPM (Development, Planning and Management). The modules were thoroughly revised after putting them in use for about four years. During the reporting year, the contents of the workshops with their duration has been finalized.

DPM-1A (3 days workshops)

DEVELOPMENT CONCEPT

- o Welfare vs development
- o Objective of development
- o Community development
- o Participatory development

ORGANIZATIONAL MANAGEMENT

- o How an organization comes into existence,
- o Kinds of community organization,
- o Organization constitution guidelines
- o Leadership roles and responsibilities
- o Qualities of good team work, conflict resolution
- o Female representation and involvement
- o Record keeping in the organization and financial management
- o Communication skills
- o Decision making skills

DPM1-B: (3 days workshops)

SITUATION ANALYSIS

- o Social mapping (Research and Analysis) & Information gathering

- o Resource analysis
- o Problem analysis

TRAINING TECHNIQUES

- o Training
- o Training cycle
- o Principles of participatory training
- o Communication skills

DPM - 2 (4 days workshops)

PLANNING

Problems identification and prioritization (Cross Cutting Issues)

PROJECT DEVELOPMENT

- o Objective
- o Assumptions
- o Means of verification
- o Activities planning
- o Staffing/personal
- o Project proposal writing
- o Budgeting

DPM -3: (3 days workshops)

MANAGEMENT

IMPLEMENTATION

- o Record keeping
- o Project reporting
- o Supervision
- o Financial management

MONITORING & EVALUATION

- o Monitoring
- o Evaluation

Each workshop is replicated by the activists and the Local Resource Persons with their CBO. The follow-up visit is made by the SPO staff. The completion of DPM cycle usually takes a period of 12-18 months. This training takes the communities to the identification of their problems and prioritizing them. The CBO executive committee with the help of SPO staff design the project to address their problem. The project design identifies the local resources available, the implementation outlines, roles and responsibilities of the community leaders and members and the expected results.

The project proposals are then finalized and put before the Regional Project Approval Committees of SPO for SSF funding. The projects are also presented to other donor agencies like Canada Fund, TVO, ILO, etc.

The DPM trainings have changed the welfare attitude of community organizations in favour of the development interventions. The participatory decision making and project design has created a source of belonging to the interventions. The democratic character of leadership is established at the community level. The mini models of development initiatives at the local level are becoming a source of inspiration for the adjoining areas to follow.

2.1 Self Sustaining Strategy:

There has been a dilemma when to withdraw from the communities and start a fresh with awaiting communities. The prolonged relationship with CBOs make them dependent on the supporting NGO. This is a negative signal for empowerment. The issue was discussed during the workshop to set the strategies for SPO in the next 5-10 years time. The Self Sustaining Strategy was evolved as a result of these discussions.



Table 2.1: Coordination Councils formed and/or supported during the reporting year.

Region	Coordination Council (CC)	# of CBOS	# of LRPs
NWFP	1. Tehsil Coordination Council, Takht Bhai	17	01
	2. NGO Coordination Council, D. I. Khan	19	01
	3. Samaji Behbood Rabita Council, Swabi	65	02
	4. Coordination Council, Nowshera	21	02
Punjab	1. CBO Network, Muzaffargarh	10	01
	2. CBO Network, Kot Addu	07	01
	3. DPM Graduates C. C., Mandi Bahauddin	10	02
	4. Wazirabad Cluster Coordination Council	09	01
Balochistan	1. Coordination Council, Bela	08	01
	2. Coordination Council, Kalat	06	01
Sindh	1. Rural Development Organizations Coordination Council, Ghotki	56	02
	2. DPM Graduates Coordination Council, Shikarpur	09	01

After the completion of the capacity building cycle the Coordination councils of DPM graduates CBOs are formed. The Local Resource Persons (LRPS) are to be trained in different skills. The assumption is that these Coordination Councils shall act as an umbrella support organization in their areas with technical support from SPO as and when required. This is how independence of capacitated and empowered community based organizations can be assured.

Role of Coordination Councils:

- To replicate the DPM learnings with the CBOs who have not been trained by SPO.
- To disseminate the information among the members.

- To update the member CBOs on the current development issues.
- To strategize joint interventions for environment protection, gender equity, human rights and the legal rights of the marginalized poor.
- To organize forums on issues.
- To coordinate with other coordination councils to make provincial and national forums for development activity.

The training for Coordination Councils is planned for the following skills:

- Networking
- Information sharing
- Advocacy

- To act as Catalyst for social change
- Basic human rights
- Integrated rural development
- Micro credits for poverty alleviation
- Collaboration with Government in social action programme

2.2 Women Emancipation Programme:

The rural women are the disadvantaged component of our population. The partner CBOs mostly have male membership. The CBOs for cosmetic reasons have developed their female wings which were not serving the purpose. It was strategized that the women in the areas of SPO-partner CBOs may be motivated and mobilize to organize them into independent groups and subsequently developed into Female Development Organizations (FDOs). The following steps are set for this programme:

- a) Informal/formal meeting with CBOs to get their consent and support. The concept of women emancipation programme is explained to the members of CBO. The subsequent consultation with CBO. Create a positive response and the time table for female gathering is mutually set.
- b) Orientation meeting of the women is held to introduce SPO and its women emancipation programme. During this meeting the need of female organization is assessed and the sparks amongst the community are identified.
- c) A series of motivational meetings are held. During these meetings the social mapping of the village and the baseline data are collected.

- d) Mobilization for an organization.
- e) Formation of female group: The formal membership is sought from the women. A formal structure of the organization is laid down with a general body and executive committee. The office bearers are elected and regular meetings are held. The group is trained to write the minutes of the meeting. Start savings and maintaining saving pass books. The record keeping is explained. The protocols for the registration of this group as a voluntary organization are met with.
- f) Cluster Formation: The female organizations of the adjacent areas which can meet regularly without much difficulty are formed into cluster.
- g) Capacity building cycle for the cluster starts as in the case of male CBOs.

The rural females have a very low literacy rate. The literacy has to start before the capacity building cycle starts. In certain cases 2-3 activists from each organization are literate then the capacity building can be a simultaneous activity.

The consultations and mobilization of women have brought forward the practical needs for this programme as:

- Literacy - Primary Education
- Primary health care
- Micro credits for para agricultural initiatives for livelihood (Pail)
- Entrepreneurship skills to market handicrafts and folk crafts.

During the reporting year the group formation activity was initiated. In certain areas the women have taken lead roles:

NWFP:	13 Groups
Punjab:	04 Groups
Balochistan:	03 Groups
Sindh:	10 Groups

Impact:

Though it is an initial phase of the programme but the enthusiasm of women is commendable. The mobilizing phase is challenging. But the groups formation activity has encouraged SPO. The Women's International Day has been observed in Turbat and Ghotki with lot of vigour and commitment by these groups. The male CBO members also supported this activity in these conservative parts of Pakistan.

2.3 Government - NGO Collaboration:

Government is the most widely represented channel for delivery of social development. The NGO sector has developed in last decade as one of the effective mode of reaching people and acting as a catalyst in the field of social development. The Government is working with top to bottom approach and has an appreciably documented record of establishing infra-structures. But lately it has been found that hundreds of such facilities are not being used or used scarcely. The other side of the coin are NGOs whose presence is felt in the field. However, there is no coordination, collaboration or information sharing mechanism which can take these two partners closer and can even distribute the fruits of development to the communities across Pakistan.

SPO took the initiative by organizing the first National Conference on Local Initiatives in Development (LID) at Islamabad on November 10, 1996. The Conference was inaugurated by Mr. Javed Jabbar, Minister for Petroleum & Natural Resources and concluded by Mr. Ashraf Hayat, Joint Secretary EAD. The Conference was aimed to gather policy makers at the federal level, the executives of major NGOs, donor agencies and activists of SPO partner CBOs (five from each province). The discussion groups were held on 10 themes:

1. Role of Participatory Development & Empowerment
2. Micro Credits versus Poverty Alleviation
3. Rural Perception of the Donors
4. The Effect of Follow-up on Community Development
5. Non-formal Education as a Vehicle for Female Empowerment
6. Sustainability of Neo-literate
7. CBOs as a Vehicle for Local Development
8. Role of Networks in Community Development
9. NGO-CBO-Government Collaboration
10. Role of LRPs as a Catalyst

The dialogue was participated by representatives of Economic Affairs Division, Ministry of Social Welfare, Women, Environment and Agriculture. Donors include Canada Fund, IUCN, The Asia Foundation, TVO, Royal Netherlands Embassy, Swiss NGO Programme Office, UNFPA and World Bank. **The recommendations of the Conference are annexed (annex-A).** It was decided to follow-up this dialogue at the provincial level.

The first provincial Conference "CBOs Conference on Local Initiatives in Development" was held in Lahore May 12-13, 1997. The Conference was inaugurated by the Governor of Punjab. The representatives line departments, NGOs, donors and 53 partner CBOs of SPO in Punjab attended the Conference and presented their activities, problems and issues. The department of Health, Government of Punjab came forward to work in partnership with CBOs to make the RHC functional in different rural areas of Punjab. The recommendations of the Conference are annexed (annex-B).

The provincial Conference are planned for all the provinces in the year 1997-98.

Orientation of Policy Makers on SPO:

The presentation on the SPO methodology and achievements was made to the Secretary, Ministry of Women Development, Social Welfare & Special Education and his senior

management team. The Secretary asked SPO to continue this for the officers of the Ministry located in the field. Training need assessment for the group was done and a programme of training workshops for the Government officials on the following line are being arranged:

- Community mobilization
- Community participation
- Participatory development
- Project designing
- Participatory monitoring
- Sensitization about the rôle of community organizations.

The Government at policy level has shown interest to know about the strategies and methodologies of NGOs and SPO had the opportunity to sensitize the policy makers in the form of participatory approaches and the community involvement in the social development.



3.7 BALOCHISTAN

District Selection:

Pishin.

CBO Selection:

8 CBOs selected, 3 Female Group Formation.

Cluster Formation:

Kanozai (Pishin Distt.)

Concept Meetings:

Two

POR:

5

Partnership Plans:

Revised with 12 CBOs and New with 5 CBOs

DPM Workshops:

DPM-IA & IB: 30 CBOs & Follow-ups
DPM-II: 30 CBOs & Follow-ups
DPM-III: 30 CBOs & Follow-ups

- Completed cycle in 4 clusters.
- 28 CBOs replicated the training with their community members.

Other Trainings:

a) Sectoral Training:

- Training course in Dairy, Farming and Poultry for 2 CBOs.
- Monitoring & Capacity Building with 8 CBOs of Lasbella

Linkages:

- 2 CBOs linked with Canada Fund for project funding and 1 has got approved its project while 1 project proposal in pipeline.
- 2 CBOs linked with Taraquee for training in environment/sanitation
- 7 CBOs linked with Balochistan NGO Federation (BNGOF)

Projects Developed:

8 + 4 = 12.

Project Funding:

10 projects approved by RPAC for SSF funding.

Monitoring:

6 ongoing projects monitored.

- # 004 "Karaiz Extension" (Hard rock was removed with risk allowance)
- # 002 "Broiler Production" (Lasbella) - Slow progress

- # 005 "Dairy Farm Project" in Lasbella delayed due to delay in installation of water supply.
- # 223 "Free Reading Room/Library" (Lasbella) - They have not used 2nd installment. CBOs have shown no interest in proceeding with the project.

Cluster Meeting:

Four meetings were convened with the existing four clusters and one meeting with new cluster.

DRC Activity:

Dissemination of information to CBOs.

Staff Development:

- Ms. Rehana Khilji, Programme Coordinator (Female) attended:
- Workshop on Gender & Development by LUMS.
- Workshop on Gender & Development by P&D Department.
- Mr. Zafar Zeeshan, Regional Director and Mr. Faisal Rasheed, Section Head Finance & Administration attended:
- Financial Management Workshop-II, a Workshop on New Views Accounting System and Financial Management.
- Regional Team attended 4 days Management and Business Plan Training at SPO, Islamabad.
- Mr. Mukhtiar Ahmed Chhargari, Programme Coordinator (Male) attended Workshop on "Teamwork: Getting People to Work Together" at PIM, Karachi.

Special Events:

- a) Seminar on Poverty Eradication was held on October 24, 1996. Thirty partner CBOs attended from all over the province.

Objective:

- To raise public awareness on poverty issues.
 - To mobilize resources for poverty eradication.
- b) Training workshop on Organizational Development and Project Implementation Cycle for 3 newly formed NGOs - LAFAM, RCDC and SCOP was held.
 - c) Inauguration Ceremony of Delay Action Dam: A project funded by SPO at Killi Werya Rodh Mulazaiwas inaugurated by Mr. Javed Jabbar the then Minister for Petroleum & Natural Resources, Government of Pakistan.
 - d) Training need assessment of public health engineering department, Quetta.

Role in Development Activities:

- SPO, Balochistan carried out a feasibility study of Barkhan hospital renovation sponsored by British Gas. SPO established a community organization to implement and monitor the project.
- SPO participated through CBO activists in the SPDC-Cowater survey of SAP-I in the SPO cluster areas.

- SPO designed/facilitated one day workshop on Gender Sensitization for district forest officers of forestry department. The workshop was sponsored by FAO/UNDP.

Networking:

- a) Balochistan Rural Water Support and Sanitation Project (BURWAS) with AZTs of Turbat.
- b) Aurat Foundation: Partner CBOs were selected for establishing information centres for village women.
- c) TVO and Canada Fund: Network meeting of five partner organization arranged.

- d) GAD Network: SPO Balochistan is playing pivotal role in bringing together interested individuals and organizations to establish a network to address the evident need for coordination activities.

Participation in Local Seminar/Workshops:

- Regional Directors presented a paper on "Role of NGO-Sector in Balochistan" in 3 day workshop organized by IUCN.
- Attend workshop on "Community Participation" organized by Planning & Development department of the Government of Pakistan.
- Participated in the workshop on "Participatory Planning" organized by UNICEF.
- Participated in launching of trial district management project by UNDP.



Fatima's Story In Her Own Words

President of Anjuman Zanana Taleem, Turbat

My name is Fatima. I am 42 years old. I belong to a small town (Tump) in district Ketch. I am the oldest member and president of Anjuman Zanana Taleem which was formed by SPO's support. I have attended a 6 days EPM training workshop. After attending this training, I was able to understand the importance of education in women development, difference between educated and illiterate person and the advantages of participatory work. What is the organization and its advantages? I learnt in training workshop and later we formed the AZT and established female education school with coordination of other women of community to educate 9 to 45 years old females. I am also one of the student. After SPO's initiatives and assistance, we now also practice female education.

In our family, instead of only 2 or 3 males, all of us were illiterate. We faced many troubles and problems due to lack of education. For example, If any child was sick I accompanied with one male and female to go to Turbat to visit the doctor. One time I had to go to Karachi. I asked two other persons male and female to travel and it cost us a fortune.

But now I am confident. I have overcome the fear and shyness. The credit goes to SPO and it's training programme. SPO invited me to participate "International Literacy Day" in Islamabad on September 1996. I have already told that we never went out from the house without being accompanied by a male but this time we were not able to bear the travel cost for one person to fly Islamabad with me for

this event. I was anxiously willing to see Islamabad. I shared this problem with Safia Bano, the member of another AZT of Samadabad who was also invited for this function. We decided that we must go. We reached to SPO-VEP Office and join Rukhsana Baloch, Team Leader of VEP team for this visit. We stayed two days in Islamabad. On our way back, Rukhsana informed us that she will stay Karachi for official work and we both have to go alone from Karachi to Turbat. We felt fear because it was the first chance for us to travel without accompanying anyone else. Rukhsana told us all the process to pass from different stages of airport. We went into the lounge and reached the counter for Turbat flight by inquiring with number of people. We got boarding card and moved to the waiting lounge. After few minutes, it was announced for Turbat flight, then we proceed to the aircraft by bus. Finally we manage to be back from our home at Tump.

Now I am confident that I am able to go outside the Turbat alone. I don't need to be accompanied by any male from my family and I can save the travel cost.

I don't have any hesitation to say that my confidence is built with SPO's training. We pray for SPO's existence for ever to support females like me.

3.8 PUNJAB***District Selection:***

District Gujrat selected.

CBOs Identified:

40 CBOs identified.

Clusters:

2 clusters.

DPM Workshops:

DPM-IA: 10 CBOs of Mandi Bahauddin Cluster & follow-ups.

DPM-IB: 40 CBOs of Wazirabad, Mandi Bahauddin, Muzaffargarh and Kot Addu & follow-ups.

DPM-II: 38 CBOs of all clusters with extensive follow-ups.

DPM-III: 38 CBOs & Follow-ups.

POR:

9 CBOs.

Partnership Plan:

8 CBOs

Linkage/Networking:

a) Local Initiatives in Development Conference:

- Organized a two days conference of

CBOs on Local Initiatives in Development. Participants from different NGOs, Government line departments, donors including all partner CBOs participated. 110 DPM graduates of 4 clusters were awarded certificates.

- 35 CBOs presented the socio-economic survey report of their respective villages and three CBOs presented their learning about projects.
- Health Department, Government of Punjab shown interest to work with partner CBOs for reactivating the Basic Health Units in their respective villages.

b) Ten partner CBOs were sponsored to participate in the one day National Conference on Human Rights at Alhamra, Lahore. The conference was organized by Human Rights Commission of Pakistan and NGOs of Lahore.

c) Seminar on Iodine Salt sponsored by SMP (Social Marketing Project) was held at Kotla Gammu. 80 male members attended.

d) Three CBOs and 2 FDOs were linked and subsequently accredited by TVO for project funding.

e) 4 partner CBOs and 1 FDO were sponsored to participate in the National Conference on "Local Initiatives in Development" organized by SPO at Islamabad in November, 1996.

Table 3.1: List of DPM Trainings Conducted by SPO Punjab in 1996-97

Cluster Name	# of CBOs	# of Participants	Topics
3 days workshop of DPM1-A			
Mandi Bahauddin	10	30	* Development Concepts. * Organizational Management
3 days workshop of DPM1-B			
Mandi Bahauddin	10	30	* Situation Analysis * Women in Development * Gender & Development * Training Techniques - Training - Training Cycle - Principles of participatory training - Communication skills
Wazirabad	9	35	
Kot Addu	7	24	
Muzzafargarh	9	30	
4 days workshop of DPM-II			
Mandi Bahauddin	10	30	* Information gathering tools * Logical Framework Analysis - Project Objectives - Assumptions - Objectively Verifiable Indicators - Activity Planning * Project proposal writing * Budgeting
Wazirabad	9	35	
Kot Addu	7	23	
Muzzafargarh	9	24	
3 days workshop of DPM-III.			
Mandi Bahauddin	10	29	* Record Keeping * Project Reporting * Supervision * Project Supervision * Monitoring & Evaluation
Wazirabad	9	29	
Kot Addu	7	25	
Muzzafargarh	9	30	

Technical Assistance:

- 3 CBOs and 2 FDOs were provided assistance in project development for TVO funding.
- 4 CBOs in pre-feasibility study for the projects.
- 4 CBOs in project development on micro-credit.
- 5 CBOs in "How to Conduct Community Meeting".
- 2 communities were oriented and assisted to implement projects at Dajal and Bosal Sukha. About 65 males and 40 females attended the meetings.
- 2 CBOs were trained in writing progress report.

Monitoring:

- 8 projects were monitored. Financial resources were checked.
- Status report of 16 projects was completed.

Support Clusters:

- 2 partner CBOs were sponsored to attend workshop on "Fostering Networks of Local Organizations", organized by ADHR.
- Facilitated one day training for 4 LRPs to conduct SAP-I evaluation study by SPDC and Cowater.

Networking Activities of SPO Punjab:

- The Secretariat of Punjab NGO Coordination Council was shifted to SPO for the year. Active networking with

members established. SPO represented PNCC at 3 meetings of Pakistan NGO forum.

- SPO, Punjab is an active member of Beijing follow-up core group of Punjab and have participated in 6 of its meetings.
- Participated in the seminar on "Awareness about Social Action Programme" to develop strategies for SAP-II.
- Participated in the seminar on "Micro-Credit Network" organized by SAP-PAK and KASHFF Foundation.
- Jointly organized and participated in the Human Rights national seminar.
- Ms. Kishwar Saleem, Programme Coordinator presented a paper in a national seminar on "International Women Day" organized by Ministry of Women.
- Participated in the seminar on "Economic Situation of Pakistan" organized by Jamhoori Sangat.
- Participated in the seminar on "Role of Women in the Election Process" organized by Aurat Foundation.
- Attended a dialogue among the Canadian and Pakistani NGOs organized by SAP-PAK.

Staff Development:

- Ms. Kishwar Saleem, Programme Coordinator participated in the workshop on "Gender Empowerment through Reclaiming Culturally Appropriate Sexual Spaces" organized by SAKSHI, India.
- Ms. Samina Islam, Regional Director and Ms. Kishwar Saleem, Programme Coordinator attended training course on "Report Writing" organized by Simorgh.

- Ms. Kishwar Saleem, Programme Coordinator attended English language course at British Council.
- In-house Management Training was attended by Ms. Samina Islam, Regional Director.
- Ms. Samina Islam, Regional Director and Ms. Ruben Aziz, Section Head, Finance & Administration attended Financial Management Workshop-II at NC.
- Mr. Jamil Asghar, Programme Coordinator attended a workshop on "Problem Identification and Decision Making".

Publication:

- SPO Punjab translated "Poverty Kit" of UNDP in connection of International Poverty Year of United Nations and distributed among 100 NGOs, CBOs and Government departments.
- Mr. Jamil Asghar, Programme Coordinator Punjab team produced a toolkit in Urdu "Taraqi ka Safar" at the occasion of provincial conference "Local Initiatives in Development". This booklet consists of CBOs introduction, experiences of DPM and LRPs experiences.
- Mr. Jamil Asghar, Programme Coordinator, developed a training manual for ToT on "Research methodologies".



Poverty Alleviation

By: Ameer Aftab, Gunianwala, Wazirabad

I would like to share with you the efforts that we have made in order to eradicate poverty in our village of Gunianwala. The task we performed was to have conducted a study to analyze and diagnose the causes of poverty amongst the 3000 people living in our village. The major findings concerning the living conditions were :

1. 70% of the population's welfare was directly linked to agriculture and they were being compelled by commission agents to sell their production at very low rates.
2. 20% of the population consisted of unskilled workers and they were also being paid unreasonable labour rates. They were serious victim of poverty.
3. Only 10% of the population was living in comparatively better conditions,

With the cooperation of SPO who provided training, financial and technical assistance, we decided to organize the people of to community in order to alleviate the poverty. On 14th October, 1995 we started of on this mission with a solid plans of action. To work in a village where 90% of the people were being dominated and oppressed socially, politically and religiously by the feudals and the government administrators, where no arrangements of female education in the village or the near tows existed, where no proper infrastructure was available, made us believe that it is always possible to eradicate poverty in any circumstances.

Our organization the Social Welfare Society was fully armed thanks to the DPM training. On the social front, we first had to free the people of the fear and the control of unlawful economic, political and religious forces. On the other hand we found that people were sceptic about our efforts because they were being misguided by feudals. We also had to face shameful allegations and our activities were interpreted in bad way. But thanks to our organizationsl enthusiasm, actions and strategy, we finally got the people to agree and cooperate with us.

Our organization adopted different methodologies for different sections of the community i.e:

1. Helped small farmers to get release from commission agents. We provided small credits for manure, seeds, pesticides and other necessities. We also arranged to provide products at market rate. Thanks to the programme, whitin two years 50% of the small farmers from 54 families were liberated from commission agents and able to raise their income by 25%.
2. We helped the unskilled segment of the population to start their own small busnesse, for example, 5 families started sowing footballs, 4 sowing shoes, 3 knitting. A total of 21 families initiated new economic activities and six families expanded their already established businesses.

The process of acquiring a loan from the organization is very simple. Anyone who can work, provide security about the proper use of loan and two persons guarantee, can be given loans ranging between Rs. 1,000 to 20,000 in a week's time. The Organization administers & monitors business growth, changes in poverty level and in real development, it also provides free and good advice. If there is a need, the organization can also arrange experience sharing visits. To date 75 out of 350 households have benefited from this Poverty Elimination scheme. The organization has provided loans amounting to twelve lakhs rupees during the period of 14th October to 31st December, 1997.

Today, after this small period of two years, how much has poverty decreased? Are people more aware of development issues? What has the organization done and what has been its role?

The following are clear changes, they are visible and can be felt i.e.:

- a) Elimination of forced labour from the whole village.
- b) Elimination of unemployment for skilled labor.
- c) There is no social discrimination and now people respect each other.
- d) There are no extremist groups left on the basis of religion.
- e) From the political point of view, it's the first time that the people have realized their voting power and have used it. In the fifty years of Pakistan's history this has been the first time the local community has made decisions.
- f) There is a 30% increase in the ratio of children who are getting education.
- g) There is a 25 % direct increase in the incomes of people who have received

loans and 5% indirect increase in the incomes of other people.

It is very difficult to express in words and to judge the changes that have occurred in the people of Guniawala. This is because human feelings, behaviour and the process of development can be felt, their tendency and process can be judged but cannot be measured.

Now people are aware of their skills and how to effectively use them. The organization's job was to motivate people through small loans and trainings, to empower them to use their internal skills and local resources and to prove them that they are the only one who can eliminate their poverty. Nobody else can understand their problems and provide solutions as well as them.

Thanks to the motivation from the organization, new learnings and vistas have been opened. The manner and dedication with which local people are working and the emergence of a development process is definite evidence for the elimination of poverty.

In this case we found clear evidence that when social progress is introduced, the dominating segment of the population become frustrated and try to manipulate the people against the organization. But once the people become aware and organized for their development then the problem is half solved. Poverty is vanished for ever. Since our experience in our local community was successful, we should proceed to expand it in all over the country and later to other third world countries also. It is not only proclamation but the successful practical experiment and on the basis we can plan more accurate and applicable programme.

3.9 NWFP**Identification of CBOs:**

- 3 CBOs were identified in Abbottabad Cluster that include:

- Aurat Association, Dub # 2, Mansera
- Hamdard Social Welfare Society, Jabbarh, Bana Pir Khan, Abbottabad
- Welfare Committee, Kalas, Barian.

- 5 CBOs in D. I. Khan Cluster that include:

- Welfare Association for Youth, Paharpur, D.I.K.
- Shadab Welfare Society, Mahra, D.I.K.
- Daman Welfare Society, Parva, D.I.K.
- Taloo Welfare Society, Jatta Garh Ashiq
- Gul Welfare Society, Rangpur, D.I.K.

- 3 CBOs in Kohat Cluster were identified that include:

- Ittehad Welfare Society, Usterzai, Kohat
- Qauami Islahi Falahi Behbood Committee, Dodha Sharif, Kohat
- Young Welfare Organizations, Shakar Dara.

New Cluster:

- 8 CBOs identified and new Cluster in Nowshera established. These include:

- Tanzeem-e-Islah-e-Muashra, Pir Pai
- Khattak Islahi Tanzeem, Speen Kani

- Dehi Tanzeem Khwaski
- Al-Ittehad Welfare Society, Aza Khel, Payan
- APC Welfare Society, Akora Khattak
- Marhaba Welfare Society, Aman Garh
- Young Welfare Society, Khat Kaley
- Anjuman Samajee Behbood, Dagi Jadeed.

Female Groups:

9 FDOs formed in Takht Bhai & 4 FDOs in Swabi.

DPM Training:

33 CBOs in 5 cluster have completed DPM cycle and follow-up.

DPM-III:

3 CBOS of Abbottabad completed DPM-III and follow-up.

DPM-IA:

8 CBOs in Nowshera cluster and 7 CBOs in Abbottabad and D. I. Khan (i.e. 3 & 4 CBOs respectively) have completed DPM-IA.

POR:

13 POR conducted (that includes 4 in Takht Bhai, 6 in Swabi, 1 in D. I. Khan and 2 in Abbottabad).

Project Development:

12 CBOs (that include 4 of Swabi, 3 of Takht Bhai, 2 of D. I. Khan, 1 of Abbottabad and 1 of Kohat) were assisted to develop their projects:

Projects Presented:

4 projects were forwarded for approval from RAPC:

- Fair Price Shop, Young Welfare Organization, Maday Baba, Takht Bhai
- Agriculture Equipment, Islahi Falahi Behood Committee, Togh Bala
- Human Resource Development Centre, SBRC, Swabi
- Revolving Credit Scheme for Female, Social Welfare Organization, Jalala.

Out of the above projects the first two were approved while the rest were returned with queries on more information.

Technical Assistance:a) Takht Bhai:

- Khidmat Khalq Shamilat Zareefy were provided technical assistance for tobacco farmers credit programme.
- Khidmat Khalq Hatyan were provided technical assistance for community survey and problem analysis.
- Anjuman Naowjawan Mazdoor Abad were provided technical assistance in sanitation.
- In Swabi most of the organizations were provided technical assistance in project planning, these include:

- Youth Welfare Organization, Shaikh Jana (planning & prioritization)
- Garh Rural Organization, Garh Munara (project planning)
- Rashaki Welfare Organization, Rashaki (project planning)
- Anjuman Khidmat Khalq Salim Khan (in planning and problem analysis)
- Samajee Behood Rabita Council (cost estimation and planning)

b) Dera Ismail Khan:

- Hamdam Welfare Society, D. I. Khan (assessment of income generation project).

c) Abbottabad:

- Al-Ittehad Welfare Society, Phulkot & Social Welfare Society, Namley Mera in mapping of and improvement in village water supply scheme.

Linkages:

- SBRC, for revolving credit scheme (Canada Fund).
- Social Welfare Organization, Marghuz; agriculture inputs on credit to farmers (Canada Fund).
- Social Welfare Organization, Jalala; construction of latrines (Canada Fund).
- Youth Welfare Organization, Shaikh Jan; for the improvement of drainage system in the village (Canada Fund).
- Young Welfare Society, Maday Baba; for the construction of latrines in the village (TVO).

Programme Coordinator.

- Training in Institutional Strengthening organized by ADHR and supported by SNPO was attended by Ms. Zarqa Iqbal, Programme Coordinator.
- Workshop on Training Need Assessment organized by PIM, Lahore was attended by Mr. Ijaz Qasim, Programme Coordinator.
- Workshop on Care Practices in MCH organized by UNICEF, Pakistan at Karachi was attended by Mr. Arshad Haroon, Regional Director - NWFP.
- Secretarial Training organized by PIM, Lahore was attended by Ms. Shahnaz Parveen, Office Assistant - NWFP.
- Training on PLA (Participatory Learning & Action) organized by IUCN, IIED & AKRSP at Gilgit was attended by Mr. Arshad Haroon, Regional Director - NWFP.
- Financial Management Workshop-II at NC was attended by Mr. Arshad Haroon, Regional Director and Mr. M. Jamshed Khan, Section Head, Finance & Administration.



Impact of IBEP (A Case Study)

By: Ms. Akhtar, Village Yar Hussain, Swabi

My name is Akhtar and I belong to a poor family. I was born in the village of Yar Hussain District Sawabi. Due to Poverty my parents settled in Jhangeera just for a job. We are four brothers and five sisters. I am the third sister. My father was illiterate and was against education, I have therefore been deprived of an education. I was approximately seven or eight years old when one day as I was playing with my friend on my street, two buses full people came to our house. These people were came for me. I was not informed about their arrival. I was called out from street and was told about my own marriage. My playing days were over and I married a 45 years old man. In return my father got some money. Later on I came to know about all these things. As I was seven or eight years old I didn't know the meanings of marriage and with a smiling face I rode into a bus. My in-laws belonged to a well off family of kashmir. Their main occupation was farming and had a huge property. My husband had gone to saudi Arabia just after our second day of marriage. I didn't spend even a single day of peace at my in-law's house. My in-laws put several duties on me such as bringing wood from the mountains and all houseold job, preparing food for cattles etc. All these duties were part of my daily routine. My husband had four sisters and all of them made my life miserable. I used to weep all night. One day my father came to kashmir just to see me, and I told him my story. My father took me with him and brought me back to Jhangeera. I had decided not to come back to my parent's house but my father insisted a lot. After a few days, a few people from my in-law's came to see me. But I refused to go with them. When my in-law's failed, they kidnapped

me with the help of Akbar the dacoit and brought me back to kashmir. When I reached there my mother-in-law and sisters-in-law beat me a lot and I was blood stained. Due to the fear of police department they sent me back to my parent's house. At that time my condition was very bad. Approximately after one year my husband came back from Saudi Arabia. And came to Jhangeera for taking me back. But more torture was unbearable for me. I clearly refused to go back to in-law's. Due to my stubborn attitude, my father was compelled to take a divorce from my husband. I didn't know what divorce was. My father with the help of the chairman of the area called a meeting and look at divorce for me. After that day I understood the meanings of divorce. I said to my father that all my friends go to school and that is also my wish. But my father refused to do so and prohibited me harshly.

I was imprisoned in my father's house for approximately one year. The troubles and worries were yet not finished when my father sold me to a 50 years aged person for just 20000 Rs., with the help of a man named Safoor. And I was departed forcedly with him. That person belonged to a village of Jehlum named Domeel. He was already married two times. He had divorced his first wife because she gave him no offsprings. The second one was living with him but she too was without children and barren. This time again my parents didn't bother about willingness. When this person took me to his house, he divorced his second wife too. They were also very wealthy and after a year of marriage my husband went to Quetta. During that period the attitude of my in-laws was quite good but after

a year when they found me without a child their behaviour changed abruptly. Especially my mother-in-law who was always bringing children. Although the doctor told my husband that he himself was the main reason. He also advised us to adopt a child. But my mother-in-law disagreed and her harsh behaviour was increasing day by day. One day she told a lie and blamed me for stealing her a pair of gold ear rings. I told her several times that I was innocent but she didn't admit that. For her satisfaction I put my hand on the Holy Quran for not doing such thing. But that merciless and wicked woman snatched the Holy Quran from my hands and threw it just like an ordinary book. The next day I came with my father-in-law to my parent's house just for his satisfaction that the ear rings were not there. My father also took an oath on my innocence, after that my in-laws took me back to their house. But their attitude with me was still not good and they had been tortured me continuously. One day she had crossed all the limits and blamed me for my illegal relations. But that blame was beyond tolerance and in the darkness of night I left my in-law's house and decided not to go there again.

One day few females came to our house and I came to know through them that a community school had opened in our area and there is no age limit for admission. I was fond of getting an education since my childhood. My desire renewed once again and I decided that I will get education. Secretly without my father's permission I took admission in the school and regularly attended it.

Now at home started the cruel attitude of my brothers and father. Their snubbing and beating on every petty thing was the daily routine. One day when I was going to school my father saw me and beat me to such extent that all my body was blood stained. Meanwhile Miss Yasmeen of SPO came to our school.

When she saw me she started gathering informations about me. My heart was full of pathos and I wanted to share such feelings with someone. to explain my pathetic story to Miss Yasmeen. She consoled me that she would help me legally. During this time my husband came back from Quetta. But he didn't take any steps to take me back to his own house and secretly married a fourth time with his first wife. I told Miss Yasmin about this and she suggested that I should talk to my husband about taking me back to his house. If he doesn't want to do so, he should free me from the clutches of Nikah. I liked the suggestion and one day I went to my husband with my brother. I told him clearly that he should take me back to his house or otherwise grant me a divorce. If he would fail to do so then she would go to the court. My husband was already ready and divorced me within seconds. I felt very happy and peaceful.

Now I think that if SPO would not have come and would not have helped me in taking me out from the darkness of ignorance and would not have told me and my father and brothers the benefits of getting an education, I would have remained in ignorance. All my brothers and sisters now go to school regularly, because we all have come to know that education is that treasure from which we can learn all things. I am a member of the education committee and take much interest in the progress of the school. Now my father encourages me and my sisters. I would like to continue my studies after getting primary education.

At the end I am thankful to all staff of SAPOS that they have showed me the right path, the path of progress. I want to give a message to all parents that they must educate their children especially girls because only education is the real jewellery that no one can steal it and should not marry their girls in early age.

3.10 SINDH

Identify, Asses, Select Partners:

- a) One Orientation meeting conducted with Malir District Community Based Organizations (CBOs). 18 participants of 13 CBOs and press representatives attended the orientation meeting on 25-12-96.
- b) Conducted 2nd Orientation meeting with Malir cluster CBOs. 40 participants from 20 CBOs attended the meeting on 25-05-97 at Memon Goth, Malir, Karachi.
- c) Conducted individual assessment visits with 20 CBOs and selected 10 CBOs for new cluster DPM programme from 27-5-97 to 02-06-97. Malir cluster formed and following CBOs were selected for DPM programme:
 - Young Social Welfare Association, Haji Sheedi Goth, Near Memon Goth, District Malir, Karachi. PC-75050.
 - Dehsarani Jokhia Social Welfare Association, Main Bazaar Darsano Chhanno, district Malir, Karach. PC-75050.
 - Mulla Essa Village Welfare Association, Mulla Essa Village, District Malir, Karach-23.
 - Deh Landhi Social Welfare Association, Haji Wali Muhammad Goth Deh Landhi, District Malir, Karachi.
 - Khaskheli Social Welfare Association, Hashim Khaskheli Goth, Near Memon Goth, District Malir, Karachi-52.
- d) DPM agreement developed and sent to selected CBOs.
- e) On request from Shah Latif Social and Educational Society of Malir cluster, PC Mustafa delivered a lecture on "How woman play effective role in village development" 20 girl students of Memon Goth attended this lecture on 25-05-97.

Implement Partnership:

- a) SPO Sindh team on 28-04-97 met with Ms. Zeba Aijaz, Project Coordinator, Canada Fund regarding the finalization of 7 projects submitted to Canada Fund. 1 project from Karachi East Cluster, 1 from Mehar, 1 from Garhi Yaseen cluster, 3

from Ghotki cluster and 1 from Hyderabad.

- b) Three days "Gender And Development (GAD)" workshop arranged for Ghotki and Shikarpur cluster CBOs at Social Welfare Institute, Karachi. 30 participants from 15 CBOs of both clusters participated in this workshop from 13th to 15th June 97.
- c) Started implementation of project # 334 "Girls Education" of Aasthan Latif Welfare Society, Makli, Distt. Thatta, discussed the issue with NGO and got all required documents.

Provide Inputs as Planned:

- a) A one day workshop on "Goal Setting" conducted with Development Planning Management Graduates Coordinating Council (DPMGCC) Distt. Shikarpur at village Jindo Dero on 14-08-96.
- b) Second workshop on "Goal Setting" conducted with Rural Development Organizations Coordinating Council (RDOCC) at Ghotki. on 20-08-96.

The major findings of both workshops were: to arrange a Training of Trainers for these two coordinating councils and that trainers team will be the Human Resource for councils and whenever SPO will leave the area, the councils will be able to train other CBOs of the area. Both councils discussed their future strategy and financial sustainability, these councils decided to form Project Committees in their areas will meet to share their experiences.

- c) Provided inputs to Project Nos:

334 "Girls Education" of Aasthan Latif Welfare Society, Makli, District. Thatta,

401 "Fishermen credit and Literacy project" of Anjuman Samaji Behbood, Ibrahim Haidri, Karachi East.

406 "Fish Farm" Gul Welfare Association, district Ghotki.

5-005 "Income generating scheme for women" Hussaini Welfare Association, district Larkana.

- d) Arranged and attended BoD meeting at Karachi on 05-10-96. The BoD members of SPO visited project # 401 "Fishermen credit and Literacy project" of Anjuman Samaji Behbood, Ibrahim Haidri, Karachi East on 04-10-96.
- e) Arranged an exchange visit for Shah Latif Development Organization, Village Razoo Mahar, Distt. Ghotki to visit Fertilizer Project implementer CBOs of Larkana on 02-12-96. This CBO visited 1. Village Welfare Association, Tharecha district Larkana and Hussaini Welfare Association, Village Dhingano Mahessar, district Larkana got leanings on OXFAM Fertilizer projects of these CBOs.
- g) New Female Programme Coordinator (PC) conducted meeting with Women Development Committee and activated them to arrange regular meetings and conducted the session on record keeping.
- h) SPO Sindh after long discussion with

CBOs and technical support from IUCN-NGO Support Unit, OXFAM and On Farm Water Management Department, Government of Sindh developed a project proposal for Land Reclamation of 500 acres of four villages to be submitted to Canada Fund, Villages are as under:

- Village Hamzo Mahar
- Village Sharif Mahar
- Village Wadhan Mahar and
- Village Bahwal Jiskani.

Mobilization of Female Groups.

- a) Organized one day Seminar on "International Women Day" on 8th March 97 by SPO Sindh /Women Development Committee (WDC) /Rural Development Organization Coordination Council (RDOCC) at village Millan Mahar, district Ghotki. 100 rural women from the districts Larkana, Ghotki and Sukkur attended this workshop.

Mr. Alan Etherington, Monitor Canadian International Development Agency (CIDA) and Chief Executive SPO were specially invited to deliver the speeches in the seminar where no any other male was allowed to attend.

- b) New Female Programme Coordinator mobilized following female groups in Ghotki cluster:

- Sujjag Sartiyoon Tarqiatee Tanzeem, Village Hamzo Mahar
- Saahrian Sath Social Welfare Organization, Village Bahawal Khan Jiskani

- Dhartee Dhayanyoon Tarqiatee Tanzeem, Village Milan Mahar
- Sujjaan Sartiyoon Tarqiatee Tanzeem, Village Wadhan Mahar
- Rural Women Welfare Association, Village Kouro Khan Korai
- Bakhtawar Tarqiatee Tanzeem, Village Arab Mahar
- Women Development Organization, Village Kabeer Khan Kolachi
- Suriah Sartiyoon Tarqiatee Tanzeem, Village Razoo Mahar
- Aurat Taraqiatee Tanzeem, Village Sharif Mahar
- Roshni Taraqiat Tanzeem, Village Millan Mahar

Formalization of Female Development Organizations:

- a) From 30-08-96 to 02-09-97 conducted three days training on "Organizational Management". 30 participants from these female groups attended this training workshop.

- Sujjag Sartiyoon Tarqiatee Tanzeem, village Hamzo Mahar
- Sahrian Surtiyoon Tarqiatee Tanzeem, Village Bahawal Khan Jiskani.
- Dhartee Dhayanyoon Tarqiatee Tanzeem, village Millan Mahar.
- Sujjaan Sartiyoon Tarqiatee Tanzeem, Village Wadhan Mahar
- Bakhtawar Tarqiatee Tanzeem, Village Aarb Mahar
- Young Kolachi Women Association, village Kabeer Khan Kolachi

- b) Arranged experience sharing visit of 8 female groups with 16 participants to

Marvi Social Welfare Association, Village Aarab Solangi, district Khairpur on 01-09-96.

- Sujjag Sartiyoon Tarqiatee Tanzeem, Village Hamzo Mahar
 - Saahrian Sath Social Welfare Organization, Village Bahawal Khan Jiskani.
 - Dhartee Dhayanyoon Tarqiatee Tanzeem, Village Milan Mahar
 - Rural Women Welfare Association, Village Kouro Khan Korai
 - Bakhtawar Tarqiatee Tanzeem, Village Arab Mahar
 - Roshni Taraqiati Tanzeem, Village Millan Mahar.
 - Suriah Sartiyoon Tarqiatee Tanzeem, Village Razoo Mahar.
 - Sujjaan Sartiyoon Tarqiatee Tanzeem, Village Wadhan Mahar.
- c) Organized 2 training workshops on "Domestic Items" and "Smokeless Chullah" in collaboration with Pakistan Council for Appropriate Technology Pakistan, Karachi on 28-29 September 96 at Village Millan Mahar. 27 participants of following female groups attended the training.
- Bakhtawar Tarqiatee Tanzeem, Village Aarab Mahar
 - Sahrian Sath Tarqiatee Tanzeem, Village Bahawal Khan Jiskani
 - Sujjag Sartiyoon Tarqiatee Tanzeem, Village Hamzo Mahar
 - Sujjaan Sartiyoon Tarqiatee Tanzeem, Village Wadhan Mahar
 - Suriah Sartiyoon Tarqiatee Tanzeem, Village Razoo Mahar
- Rural Women Welfare Association, Village Kabeer Khan Kolachi
 - Women Development Organization, Village Cheechro
 - Rural Women Welfare Association, Village Kauro Khan Korai
 - Dhartee Dhayanyoon Tarqiatee Tanzeem, Village Millan Mahar
- d) Training Follow up conducted with 6 female groups on 30-11-96.
- e) Conducted meeting with Women Development Committee Ghotki and identified 2 projects with female group Sujjaan Sartiyoon, of Village Wadhan Mahar for Poultry Raising and female group Bakhtawar Taraqiati Tanzeem, Village aarab Mahar for Masala Grinding Unit.

Develop and Implement Partnership Plan:

- a) Conducted Training on "PRA Methods (Participatory Village Survey)" with 32 participants of following female groups of Ghotki.
- Sujjag Sartiyoon Tarqiatee Tanzeem, Village Hamzo Mahar,
 - Saahrian Sath Social Welfare Organization, Village Bahawal Khan Jiskani
 - Dhartee Dhayanyoon Tarqiatee Tanzeem, Village Milan Mahar
 - Bakhtawar Tarqiatee Tanzeem, Village Arab Mahar
 - Roshni Taraqiati Tanzeem, Village Millan Mahar
 - Suriah Sartiyoon Tarqiatee Tanzeem, Village Razoo Mahar

- Sujjaan Sartyoon Tarqiatee Tanzeem, Village Wadhan Mahar

Through this training these groups collected data of following four villages:

- Village Bahawal Khan Jiskani
- Village Wadhan Mahar
- Village Kabir Kolachi
- Village Aarab Mahar.

b) Two projects started implementation:

- Project # 5-005 "Income Generating Scheme for Rural Women" of Hussaini Welfare Association, Village Dhingano Mahessar, District Larkana.
- Project # 5-007 "Agriculture Equipment" of Al Habib Social Welfare Association, Habib Kot, district Shikarpur.

Support Projects:

- a) Provided Technical Assistance to prepare Constitution of DPM Graduates Coordination Council, Shikarpur.

Project Development-Facilitate Project development for Approval:

- a) Developed 5 project proposals 1 for Garhi Yaseen cluster, 3 for Ghotki cluster for Canada Fund but returned projects for Technical feasibility.
- b) Developed two project proposals for Ghotki cluster:
- # 5-008 "Increase Agri-production for Farmers" of Shah Latif Development

Organization, Village Razoo Mahar, District Ghotki.

- # 5-009 "Income Generating Fish Farm for RDOCC" of Rural Development Organization Coordination Council, Village Aarab Mahar, District Ghotki. Both projects were approved by the RPAC on 30-06-97.

Monitoring and Evaluation:

- a) Monitored following 30 projects (See Table 3.2) and submitted the reports to National Centre for compilation. National Centre published the Project Status Report. Monitored 3 projects for release of installments.
- b) Mr. Alan Etherington, CIDA Monitor and Chief Executive SPO monitored project No. 5-007 "Agriculture Equipment" of Shikarpur cluster and project No. 406 "Income Generating Fish Farm" of Ghotki cluster on 7-8 March 97
- c) Installment released to project # 406 "Fish Farm" Gul Welfare Association, district Ghotki.

Support Cluster:

- a) Organized ToT for RDOCC (Rural Development Organization Coordination Council) Ghotki and DPMGCC (DPM Graduates Coordination Council) Shikarpur at Larkana on 28-30 December 96 and it was first time that 2 coordinating councils were meeting each other on one platform. 13 participants of 7 CBOs from Shikarpur and 8 participants of 8 CBOs from Ghotki attended this workshop.

Table 3.2: List of Projects Monitored by SPO Sindh in 1996-97

S.#	Project #	Title of Project	Location
1	003	Multipurpose Facility	Karachi
2	011	Smokeless Chullah	Hyderabad
3	015	Mini Diagnostic Pathology Lab	Karachi
4	021	Training and production of material for women	Karachi
5	031	Water and Sanitation Project	Mirpurkhas
6	037	Water and Sanitation Project	Mirpurkhas
7	051	Production of information material in local languages	Thatta
8	061	Supporting disabled	Karachi
9	071	Expansion of School Phase-1	Karachi
10	082	Ceramics Training to disabled persons	Karachi
11	089	Provision of Library	Sanghar
12	097	Women Workers Centre	Karachi
13	103	Health Prevention and Education	Shikarpur
14	106	Population Welfare Programme	Karachi
15	113	Medical Centre cum Maternity Home	Karachi
16	115	Social Forestry	Karachi
17	119	Vocational Training Programme	Sanghar
18	120	Coaching Centre	Sanghar
19	121	Day Care Center	Mirpurkhas
20	175	Library Building	Mirpurkhas
21	294	Building for Roshan Tara School	Dadu
22	297	Rice Husking and Grinding	Larkana
23	305	Power Loom Weaving Machines	Hyderabad
24	327	Computer Centre	Sanghar
25	334	Girls Education in Rural Sindh	Thatta

S.#	Project #	Title of Project	Location
26	336	Hospital cum Maternity Home	Karachi
27	371	Water Supply and Kitchen Garden	Karachi
28	389	Drainage Scheme	Larkana
29	392	Agriculture Equipment	Larkana
30	405	Revolving Credit for Farmers	Ghotki
31	406	Income Generating Fish farm	Ghotki
32	5-005	Income Generating Scheme for Rural Women	Larkana
33	5-007	Agriculture Equipment	Shikarpur

Shikarpur CBOs:

- Al-Habib Social Welfare Association, Habib Kot
- Sangam Social Welfare Association, Chhato Mangi
- Sachal Social Welfare Association, Jindo Dero
- Al-Sachal Social Welfare Association, Qaim Wadhio
- Sindh Seengaar Social Welfare Association, Malhi
- Bahar Social Welfare Association, Teenda
- Lal fareed Development Organization, Jawan Shah

Ghotki CBOs:

- Anjuman Muhammadia Islahi wa Falahi, Mulla Ali
- Al-Mehran Welfare Organization, Khadwari
- Shah Latif Development Organization, Razoo Mahar
- Gul Welfare Association, Aarab Mahar

- Super Star Social Welfare Association, Lakho Lanjari
- Friends Welfare Association, Wadhan Mahar
- Al-Itchad Welfare Association, Sharif Mahar
- Haidri Welfare Association, Bahawal Jiskani

b) Follow up completed for ToT with all participant Organizations on 28-02-97.

Special Programmes/Tasks:

a) SPO Sindh on the request of National Centre, undertook a survey for primary, middle and High schools for boys and Girls in Tehsil Ubauro of district Ghotki and Tehsil Kashmore of district Jacobabad. SPO Sindh prepared a comprehensive list of all schools of the area with following information and submitted to the British Gas Co.

- Name of the school with year of establishment.

- Male/Female students enrolled
- Male/Female teachers available
- Status of Building for school
- Infrastructure available
- Furniture and fixtures required
- Equipment required
- Repair required

Under British Gas School Sudhar Programme it was decided to Support all the Girls schools of Tehsil Ubauro of district Ghotki. School Sudhar Programme included:

- Girls High School 1
- Middle Girls Schools 2
- Primary Girls Schools 19

SPO Sindh provided school desks, chairs, tables, black boards, steel almirahs, handpumps, water motorpumps, fans, tubelights and completed necessary repair of bathrooms, roofs, walls, floors sponsored by British Gas Co. Supported one Community Based Organization to construct a one room community girls school at village Jind Wada Shar, Tehsil Ubauro district Ghotki from the fund provided by British Gas Co.

Task completed successfully. British Gas appreciated SPO Sindh efforts and asked to undertake another task for boys schools.

- b) SPO Sindh is working on World Bank assignment of formation of Farmers Organizations in Salinity Control and Reclamation Programme (SCARP) project area in Tehsil Sakrand and Daulatpur of Nawabshah District and Tehsil Moro of Naushahro Feroz district.

SPO Sindh were assigned to form 90 Farmers Community Organizations to take over the SCARP tube wells or to install community tube wells in their area. SPO Sindh formed 101 Farmers Community Organizations SPO Sindh completed the task of phase-I and with SPO Sindh team efforts farmers of the area installed 70 community tube wells to control the Salinity and waterlogging in the area.

- c) SPO Sindh Organized a training for Six Local Resource Persons of SPO on the Survey questionnaires for SPDC (Social Policy Development Centre Karachi in collaboration with Co-Water International Islamabad at Hotel Sapna Larkana on 26-03-97.

- d) SPO Sindh completed successfully an assignment of Social Policy Development Centre (SPDC) to monitor Social Action Programme (SAP) of Government of Sindh in six districts of Sindh.

- Ghotki
- Sukkur
- Shikarpur
- Larkana
- Hyderabad
- Malir

- e) Programme Coordinators sponsored CBOs to participate in "Local Initiatives in Development" conference at Islamabad. PC female attended this conference. One female participant from female group of Ghotki attended the outstation conference for the first time.

- f) SPO Sindh applied Capacity Building

Indicators on 4 CBOs and submitted results to Learning Information System (LIS).

- g) Intentional day on Poverty Alleviation was organized by SPO Sindh at Hyderabad on large scale on 17-10-1997. Vice Chancellor of Sindh University Presided the occasion and Minister for Housing and Town Planning, Government of Sindh was Chief Guest. More than 350 participants from CBOs, NGOs, Government Officials, Micro-enterprise loan offering institutions, Media persons participated from various parts of Sindh.

SPO Sindh made efforts to translate Poverty Kit of UNDP in Sindhi Language, published poverty kit in Sindhi and distributed the same to participants and to the media.

SPO Sindh with the efforts Prof. Ashik Arbani, famous T.V. artist of Fine Arts Department of Sindh University designed Poverty Poster and SPO Sindh distributed to all SPO centres.

Pakistan Television, Radio Pakistan Hyderabad, National and Local News Papers gave prominent coverage to the occasion.

Staff Development:

- a) Ms. Firdous Maznani, Programme Coordinator attended a workshop on "Social Empowerment of Women in Pakistan" conducted by a trained moderator in ZOPP methodology which is based on German model. Organized by

Sustainable Human Development section of UNDP Pakistan from 22-23 July 96

- b) Mr. Gul M. Mastoi, Regional Director attended a training workshop on "Community Based Information Management" organized by NGORC Karachi. 15 participants from Aga Khan Welfare Board, Aga Khan Housing Board, Aga Khan Foundation, VOICE and SPO participated on 25 July 96.
- c) Ms. Firdous Maznani, Programme Coordinator visited micro credit program of Organization for Participatory Development at Gujranwala this programme is started with the funding of OPP and Canada fund from 25-26 July 96.
- d) Mr. Mustafa Baloch, Programme Coordinator attended a seminar on Water logging & Salinity Control organized by SCOPE and facilitated a session on administrative issues of Water Logging and Salinity at Larkana on 17-08-96.
- e) SPO Sindh staff participated in Business Plan Workshop organized by Co-Water International Islamabad on 07-08 January 97.
- f) Mr. Mustafa Baloch, Programme Coordinator attended three days workshop on "Gender awareness and Sensitivity" organized by IUCN and KZR at Karachi. After this workshop PC applied these exercises in Gender and Development workshop for Ghotki and Shikarpur cluster at Karachi on 14-16 March 1997.
- g) Mr. Mustafa Baloch, Programme

Coordinator attended Workshop along with 21 participants from 21 NGOs on "Progressive Political Movement in Pakistan" Organized by Christian Study Centre, The Church World Service Pakistan and Aurat Foundation Islamabad at Murree on 25-27 April 97.

- h) Mr. Mustafa Baloch, Programme Coordinator along with 3 partner CBOs of Ghotki and Shikarpur clusters attended Participatory Rural Appraisal (PRA) and Participatory Learning and Action (PLA) "Effective use of PRA/PLA" experience sharing conducted by Dr. Robert Chambers one of the pioneers of PRA. Workshop was organized by IUCN, Shirkat gah and Anjuman Samaji Behbood (SPO Partner) at Ibrahim Hyderi Karachi on 23-05-1997.
- i) Mr. Gul M. Mastoi, Regional Director and Ms. Kulsum Shams, Section Head, Finance and Administration attended Financial Management Workshop-II at NC.

Networking and Linkages is the part of SPO Programme whenever needed SPO will provide the facility to the partners CBOs:

- a) Arranged exchange visit for VEP Turbat female delegation to visit Canada funded Female income generating project of rose cultivation and dates packing of Marvi Social Welfare Association Village Aarab Solngi, Khairpur District and arranged Information sharing talk on Radio Pakistan, Khairpur on 11-11-96.
- b) Organized exchange visit for 16 CBOs of Ghotki and Shikarpur cluster. 30

participants of these CBOs visited OPP Karachi, NGORC Karachi, Aurat Foundation Karachi, Wadhela Baloch Social Welfare Organization Darsano Chhano-Malir and Social Agricultural Forestry Workers Organization (SAFWCO) Shahdampur from 10th to 17th June 97.

- c) SPO Sindh facilitated 4 days ToT workshop on "Participatory Methodology for Community Development" at City Gate Hotel, Hyderabad. 30 participants from 26 CBOs attended this workshop on 1-4 July 96.
- d) SPO Sindh facilitated 3 days workshop on "Participatory Methodology for Community Development" with Baanhn Beli staff (26) from Tehsil Nagar Parkar, Mithi, Islam Kot, Umerkot and Karachi Head office on special request by Baanhn Beli.
- e) Mr. Mustafa Baloch, Programme Coordinator attended Development Dialogue between NGOs/CBOs and Federal/Provincial Governments arranged by Baanhn Beli at Karachi.
- f) SPO Sindh facilitated session on "Participation is the key of Community Development" As a part of five year plan exercise at Director General Health Office Hyderabad. 35 participants D.G., NGO representatives, Primary Health Care Officers attended this training.
- g) 15 CBOs of Ghotki and Shikarpur linked with Sindh Education Foundation for Education projects. A linkage meeting

arranged with SEF officials regarding the activities of Sindh Education Foundation and the process of obtaining grants and loans for education purpose. Prof. Ms. Anita Ghulam Ali, Managing Director, Dr. Qurat-ul-Ain and Ms. Baela Jamil, Consultant briefed the CBO representatives.

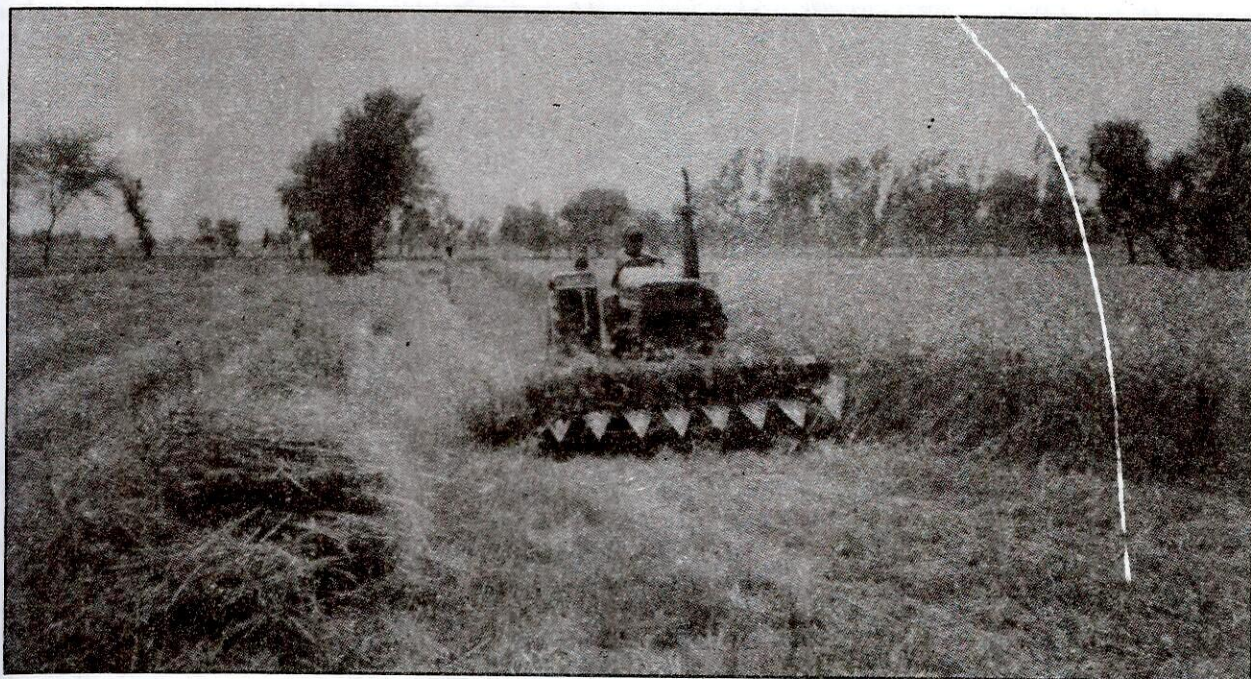
- h) SPO Sindh facilitated a session on "Participatory Planning" in a workshop for "Youth Leadership Development" arranged by Family Planning Association of Pakistan Hyderabad Office. 25 participants attended the workshop.
- i) Provided SPO introduction as support organization to the village organizations of Hala cluster initiated by Health and Nutrition Development Society (HANDS) at Hala.
- j) Aurat Foundation Karachi in association with SPO Sindh organized a two days training workshop on "Gender Sensitive Development Planning & Implementation in Agriculture" at SPO Sindh Office, Hyderabad. 11 participants from 7 Government department and NGOs attended this workshop on 8-9 July 96.
- k) Meeting held with (HANDS) Health & Nutrition Development Society and option future collaboration between SPO Sindh and HANDS were discussed on 11 July 96 and agreed on following:
 - Information/experiences will be shared two organization on education and health projects on quarterly basis.
- l) Meeting held with OXFAM for collaboration in future and Institution support of Rural Development Organization Coordination Council (RDOCC) Ghotki and DPM Graduates Coordination Council (DPMGCC) on 20-10-96
- m) Female PC participated in TV programme "Hawa Ke Naam" at PTV Karachi on 15 July 96.
- n) SPO Sindh facilitated one day workshop on "Saving & Credit" at TVO office Hyderabad organized by Sindnet. 10 big NGOs e.g. O.P.P., OXFAM, TVO, NRSP, SCF. Professional Business Women, Baanhn Beli, Rural Women Organization, Anjuman Samaji Behbood and SAFWCO attended this workshop on 21-12-96.
- o) SPO Sindh facilitated a lecture on "How an NGO can play a effective role in community development" in one day lecture program organized by HANDS Karachi with collaboration of Wadhela Baloch Social Welfare Association & TVO 15 CBOs of district Malir participated.
- p) SPO Sindh arranged meeting on 17-11-96 with Network leasing Karachi with Team Leader VEP Turbat for providing loan for micro enterprise for Anjuman Zanana Taleem of Turbat area. Network Leasing agreed to visit VEP Turbat office for feasibility of small projects.
- q) SPO Sindh sponsored 4 female organizations:
 - Rural Women Welfare Organization,

- Sanghar .
 - Women Development Association, Badin.
 - Sujjag Aurat Taraqiyati Tanzeem Hyderabad and marvi Welfare Association, Hyderabad to attend Training Workshop on "Economic Empowerment of Rural Women" organized by Sustainable Human Development section of UNDP Islamabad. Nominations was accepted.
- r) SPO Sindh sponsored 10 CBOs to participate in South Asia Partnership (SAP) Pakistan's year long "Resource Development Programme (RDP) Training but South Asian Partnership Pakistan, Lahore (SAP) accepted following 5 nominations for training.
- Sindh Balak Sangat, Children Academy Behind Talpur Talkies, Khairpur.
 - Shah Abdul Latif Samaji Sangat, P.O. Tangwani District Jacobabad.
 - Social, Cultural & Educational Welfare Association Village Ghulam Muhammad Laghari, P.O. Baqar Nizamani, Taluka Shahdadpur, District Sanghar.
 - Minority Social Welfare Committee, P.O. Khipro, District Sanghar.
 - Young Welfare and Cultural Organization, P.O. Gaarho, Taluka Ghora Baari, District Thatta.
- s) SPO Sindh sponsored two CBOs (1) Haidri Welfare Association, Ghotki and
- (2) Hussaini Welfare Association, Larkana to attend Kissan Conference at Islamabad organized by SUNGI and IUCN.
- t) SPO Sindh arranged meeting on 19-05-97 with Gul Welfare Association, Village Aarab Mahar and Rural Development Coordination Council and Assistant Director, Fish Hatchery, Department of Fisheries, Mando Dero District Sukkur to provide technical assistance on SPO funded fish projects in Ghotki cluster. Assistant Director visited the Fish Farm of Gul Welfare and RDOCC's proposed two areas for fish farm. He provided technical assistance on site for ongoing project and recommended one suitable site for proposed project. Agreed to provide technical assistance on long term basis to both fish farm projects.
- u) Organized Development Dialogue with district Ghotki CBOs at Village Aarab Mahar, Ghotki. Mr. Javed Jabbar, Chairperson SPO was the Chief Guest. Ms. Sadiqa Salahuddin and Mr. Noor Ahmed Nizamani Members BoD were the Honorary Guests. 36 participants from 20 CBOs of the district attended the Dialogue on 29-06-97.
- v) Organized Development Dialogue on 30-06-97 with district Sukkur CBOs at Hotel Forum Inn, Sukkur. Mr. Javed Jabbar, Chairperson SPO Chaired the meeting. Ms. Sadiqa Salahuddin and Mr. Noor Ahmed Nizamani Members BoD were the Honorary Guests. 78 participants from 48 CBOs of Sukkur city and district and from Department of Social Welfare Deputy Director Sukkur Division, Assistant Directors of Ghotki and Sukkur districts

and Social Welfare Officer of these districts attended the meeting. 27 CBOs briefed about their Organizations, activities and issues of their area.

Publication:

- SPO Sindh published an article on "Patriarchy" and distributed to Shikarpur and Ghotki CBOs.
- SPO Sindh prepared and published 1000 posters on "Save the Earth from Poison" for Rural Development Organizations Coordination Council for community level distribution.
- SPO Sindh prepared 165 pages Training Manual for Training in Sindhi Language. This manual was completed by Mr. Mustafa Baloch.
- SPO Sindh prepared an article on "Training & Social Change" for publication in "Shirkati Taraqi" News Bulletin of SPO.
- SPO Sindh prepared an article for an Introduction of Gul Welfare Association in NGORC News Letter "Akhbar".
- SPO Sindh prepared an article on "Human & Environment" for publication in "SHERI" Karachi.
- Mr. Mustafa Baloch, Programme Coordinator wrote a thesis on "The Role of Supporting Organization in South Asia Particularly in Pakistan". For the fulfillment of M.A. Degree in Sociology.
- SPO Sindh Staff members, Mr. Mustafa Baloch and Mr. Meer Mohammad Gurgaze translated Poverty Kit in Sindhi language.



Story of the DPM by Abida Baloch

Landhi Welfare Association, Karachi

My name is Abida Baloch. I was born in 1972. I belong to the village of Faqir Muhammad, Landhi, Karachi. I have done F.A. I have been working with Landhi Social Welfare Association since last 8 years. I am working as incharge of the health project "Mother & Child Health Care Center". On the basis of this experience I am also selected as National Health Worker for Prime Minister's Health Programme.

We held a meeting with Ghulam Mustafa Baloch, Programme Coordinator of SPO Sindh. We informed our goals, objectives and achievements. In this meeting we represented the ladies wing. In the result of meeting we were selected and agreed to attend the SPO's DPM training. SPO Sindh asked to Abdul Majid, General Secretary to nominate the persons for training. Including myself four people Abdul Majid Baloch, Ahmed Roshan, Abida Baloch and Zaitoon Baloch were nominated.

In a 3 days DPM-1A which was held on 03 August 1997 we participated and educate ourselves for social development. We felt clear change in our attitude towards development. Before this training we were not aware with concepts of social organization and its goals. DPM training introduced us with the right approach to development. SPO trainers Mustafa and Rukhsana conducted and organized this workshop very well. They adopted the way which was understandable and friendly for us. Each word has become the part of our memory.

Before the DPM we were working for our satisfaction and pleasure and it was unplanned and unorganized. But now we feel our responsibility and take it as mission of our life.

We promised with ourselves that we will not limit the development process to our organization but will aware the every woman for her rights and the role in society. We will provide the DPM training to every person of the community.

We participated in a 3 days seminar where representatives from all women organizations were present. We hosted this seminar with other organizations of Malir. We got encouragement after sharing our experiences and learnings with each other. On the basis of learnings we decided that we will establish another organization for women. When Rukhsana Baloch visited for the follow up of the DPM, we informed her with our decision. We held a meeting in September 1997 with females of the community. Rukhsana identified the females' issues and problems. After the meeting an organization was formed for females with the registration of members.

I visited each CBO of the cluster with Rukhsana and we found that everyone is trying to do more better then the others. No doubt that DPM has brought revolution in social development of Malir. I would like to share an interesting example regarding the DPM training.

"We were going to participate in the workshop. Abdul Hameed Baloch and Ahmed Roshan were also with us. We



never thought that people will oppose us. But when we went back to home after completing the DPM, people of Goth Wali Mohammad wrote on the walls against us and our social activities. If we were not educated with DPM training we may have been disheartened but we became more active to face this situation. We decided to go each door of Goth Wali Mohammad to aware the women about our work. Our General Secretary gave us a choice that we can stop working and can return back to our home in these circumstances but we said that we will include another female to increase our strength. Abdul Majid Baloch again stress that we don't want you to put in trouble, if your parents and relatives allow you to work then you can continue your work. We replied that we don't need

any help and support from your organization. We have formed our women organization and we will participate in DPM as a representative of our own organization. My colleague Zaitoon who is the brave and the bold woman and always encourage me, was happy that now women of our villages are able to work for their own development.

We will increase our efforts against the hurdles in our mission. We will visit all over the country to learn more about the development. We will not only limit to SPO's DPM programme but try to join trainings provided by some other NGOs also. Our ambitions and objectives are at high level. Our mother, sister and teacher Rukhsana is with us. We have started the movement from Landhi and we are stepping towards our destination where the success is waiting for us.

A Committed Developmentalist

Ghulam Mustafa Baloch

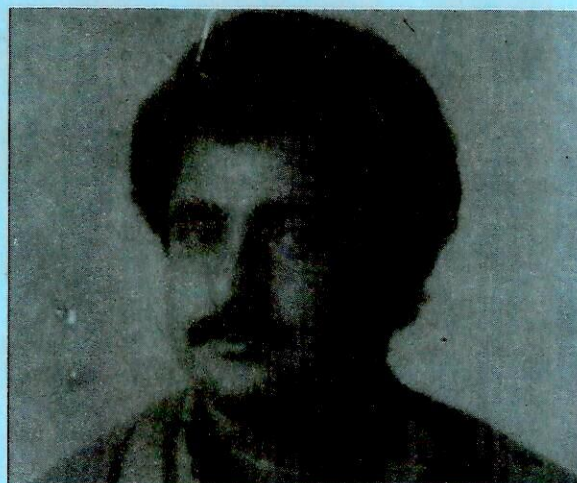
Programme Coordinator, SPO Sindh

I was born in a small village namely "Dur Muhammad Goth" which is situated in Karachi division. This village is located in newly established district Malir. My ancestors migrated from Iranian Balochistan and settled here some 120 year ago. Our tribe originally belonged to village known as "Wadh" situated in Khuzdar district of Balochistan province and also had old ties with district Lasbella.

Due to its belonging with "Wadh" our tribe is named as "Wadhela" which is a branch of main Baloch sect namely "Jadgal". We are named as "Jadgal" because due to belonging to Khuzdar and Lasbella we speak a different language known as "Jadgali". This language is mixture of Sindhi and Balochi. In Balochi word "Jad" means "another" and "Gal" means "language" which mean "that who speaks another language". Because we could not speak in Balochi language, therefore we were called as "Jadgals".

In the days when our fore-fathers settled at Karachi, it was a small village, habitants being mostly Sindhi or Balochi speaking fishermen and farmers. Most of the population habituated near sea, but those interested in farming lived in area known as Malir. This area was termed as "green belt of Karachi" by the english rulers. Even today this is an agricultural area from where vegetables and fresh fruits specially Guava, Banana, Papaya, and Chikoo, are supplied to Karachi.

Because of their experience in farming at Balochistan, my fore-fathers settled in Malir. In those days Malir was ruled under a tough type of feudal and tribal system and both Jokhia and Kalmati Baloch tribes were in grip of that system.



The reason of our migration from Balochistan was poverty coupled with experience of Sardari system, therefore our tribe kept itself away from tribal system over here. In the beginning it was very difficult to remain away from feudal system. My grand father namely Dur Muhammad (Behind his name our village is named as Dur Muhammad Village) took utmost efforts to save our tribe from feudal system. He made people to believe that there are two ways to get rid of the feudal lords. Firstly; we may become financially self reliant, and secondly; we may become educated. Our tribesmen started cultivating the lands of hindu landlords. The single-roomed house of my grand father was used as school in day time when elders used to leave for field work and at evenings it was used as dwelling. Afterwards when my grand father became financially sound he built a separate four-roomed building for school which still exists. Majority of people in our area has received primary education in that school.

After partition, people of our area purchased

lands (which they were cultivating as tenants) from migrating hindus. But they had to purchase the same lands again from Refugees who acquired these lands in claims. As such our elders had to pay price of same land two times.

However, due to continued hard work our people on one hand gained financial stability and at other hand they also received education. Some youth of our village who lived in Karachi town in connection with higher education, established a social organization in 1976. Earlier there was a small association in our village which used to provide Crockery to the people at the time of Weddings or Funerals.

In 1982, Professor Dr. Ghaffar Billo, of Civil Hospital Karachi, came to our village and laid foundation of Mother & Child Health care (MCH) center. Initially, I started to work as volunteer in MCH of our village.

During a meeting of our organization in 1984, we compared the progress of our development with that of urban area, and we came to know that although our village was located only at a distance of 15 Kilometers from town even then we were lagging a century behind in development as compared to Urban area.

When we discussed various reasons of being backward in comparison to urban area, the basic problem which emerged out was that our women were un-educated, and this was main reason due to which we were lagging a century behind.

Then our Wadhela Baloch Organization chalked out a ten years female education program. As per base-line survey 13% males were educated while female education was 7% of village population at that time.

Under this ten year plan we demanded donations from villagers and collected a sum of Rs.25,000/-. Village Landlord provided us Land

for girls school free of cost and every villager provided one day labor work voluntarily. As such we kept foundation of six-roomed school. At other hand we contacted concerned government authorities and obtained sanction for girls education to Sixth class level. There was co-education upto fifth class and I and two other teachers started teaching girls in sixth class.

In those days Governor of Sindh, came to inaugurate an irrigation scheme at an adjacent village. I was called to facilitate the gathering as comparer. My comparing was very much praised by the honorable Governor, and he called me to express his feelings and asked me about my problems. I submitted that we are constructing a building for girls school, for which we have also raised some funds through donations but it is a small amount through which six-roomed school building will not be completed. Therefore; we need financial assistance to complete the building. Governor granted a sum of Rs.50,000/- to complete the building. Now a days Quid-e-Azam public school is being run in same building and with the grace of Allah, male education is 68% while female education is 70% in our village.

In 1991-92, I was elected as President of our village Organization. In those days I attended a training workshop, which was facilitated by an Indian organization PRIA. As a result of this training workshop lot of changes developed in my person. I established a "Community Information Center" in district council (where I was serving as office superintendent at that time) under guidance of Agha Khan Foundation.

In 1992, I started to work with SPO as Field Coordinator, and I am still serving in the said Organization. In SPO I have received many opportunities to learn. Being associated with this Nation wide organization I had a chance to understand many organizations working in Pakistan. In 1994, I attended "SARC workshop

on support organizations" held in Nepal, where I had a chance to study the role of support organizations in depth. Recently I had a chance to participate in an International Conference facilitated by CIVICUS in which 500 representatives from 75 countries participated. I also studied the functioning of BRAC and Gramene Bank in Bangladesh.

After joining SPO I had a chance to study the problems of Organizations and Communities in scientific way. Today I am visualizing the horizons of change in Sindh and Pakistan as well as throughout the world which I have been dreaming for my own village. My dreams which were earlier confined to poor, devastated people belonging to my village, to my district, to my province and to my country have now spread to oppressed people all over the world. Now I have come to know that there is no sect, religion, color or creed of devastators, but this is an attitude, a school of thought, which devastates the weak, whether they may be financially weak, or politically weak, or weak in knowledge, or religiously weak.

In that world conference I had a chance to meet some friends from South Africa. I asked from them that you have spent centuries under devastation due to your color and creed, therefore you might be aware of impacts of slavery and devastation. Now; when you have a change, and the power is re-gained by original owners of the land, what is your attitude towards the minority which made you slave and had victimized you through the force of their technology, information and power. That fiend replied "we shall not retaliate with same attitude, because we know what slavery is. May we put down another community in the disgrace which we sustained". At that moment I remembered the words of Paul Freary who said "in fact only slaves are not involved in process of slavery but their Lords are also involved in this process. Therefore, slaves should struggle to get themselves free and also to

get their lords free from this process".

The myth of "Capacity Building Program" should, therefore; not only be to assist devastated sections (laborers, tenants, villagers, minorities, women, children etc.) to struggle for devastation free society but also to make devastators understand that they are also not free in real sense.

I, therefore; like "Capacity Building Program" initiated by SPO, because it does not only focus on poorer sections who are in grip of devastation, to get them participated in process of sustainable development, but; also institutionalizes their involvement on participatory basis. To get people participated in development process is not only need of my village, province or country, but; it is the need of the world. Therefore, our area of operation should be the universe as whole. Organizational development is not only the need of Sindh but it is the need of Africa, asia, Latin America, America, Australia, and Pacific Asia.

Millions of people living in this universe are facing same universal problem, therefore, solution also lies in networking all organizations throughout the world to make collective efforts in this regard.

I consider SPO to be a marvelous platform, because SPO cares for Institutional Development, and its mission is to get devastated sections of the society participated in development process, so that they may be able to capitalize upon there resources for sustainable development..

CHAPTER - 4

EDUCATION FOR ALL

The participation of women in the development activities is a critical factor. In Pakistan rural society the male-female joint organizations are rare. CBOs have attempted to create their women wings but these wings have been dominated by the male executives of CBOs. When SPO entered in Mekran in 1993, there was almost no CBO or activist group. The consultation with communities revealed the need of female literacy.

Mekran division is the southern part of Balochistan with 350 miles of coast line. The division has 3 districts namely Panjgoor, Keich (Turbat) and Gawadar. The coastal communities are mainly engaged in the fishing profession. Keich and Panjgoor are dry & sandy planes with a scanty rainfall. The agriculture activity is managed with age old trusted system of Karez. Dates and lemon are two products. The male population migrates to Karachi or Gulf for jobs or they are managing small shops around the villages. Women folks have the responsibility of managing household and looking after of their children. The health facilities are not adequate. The sick are taken to Karachi, the nearest place (about 2 hrs. flight from Turbat).

SPO organized Village Education Programme in 1993 in Keich (Turbat) district. As per policy of SPO the first step was to organize CBOs. As a precursor Women Education Committees were formed with the help of the communities. These communities were formally organized as Anjuman Zanana Taleem (AZT) (Association for Women

Development). The activists of these organizations were involved in Education Planning & Management (EPM) training workshops. Majority of these participants were illiterate (The female literacy rate in Keich was around 1%). These training workshops were conducted by symbols and the topics covered were:

- CBO Management
- Education Survey (Statistics about Females/Girls)
- Formation and establishment of non-formal literacy centres
- Monitoring and maintenance of literacy centres.

After these workshops the AZT establishes the literacy centre called Nookan Sabah (DAWN) in their village. These centres offer two types of courses:

- Functional Literacy
- Accelerated Non-Formal Primary Education.

In Keich district there are 6 clusters with 32 AZTs. 38 Nookan Sabah Literacy Centres are working and 550 women are being educated presently.

The office bearers of the AZTs take the lead to take up the Functional Literacy. The AZTs are being registered by the department of Social Welfare. The AZTs then are put to capacity building training workshops. This enables them to be the development partners of SPO.

During the reporting year 4 AZTs have been awarded development projects (Micro-Credit for Small Business). The name of the AZTs are as follows:

- AZT, Balicha ● AZT, Nazarabad
- AZT, Mirabad ● AZT, Raisabad.

The women of Turbat for the first time in history staged a rally on 8th March "Women Day". The Commissioner for Mekran calls it a revolution in Turbat. In this far flung area of Pakistan where women were not even educated, this rally of rights is in fact an ice breaker. The women have inherent potential for entrepreneur activity. It required some support in streamlining. The SPO's intervention "Development Through Literacy" has shown early marks of change. The AZTs are now planning to establish their saving and micro credit clubs to take up the small business ventures. There women are committed to throw away the garb of poverty and participate in the development of Keich.

Table 4.1: List of AZTs formed in 1996-97.

AZT	Total Members	Date of Formation
Turbat Cluster		
1. Abser	77	October, 1996
2. Singani Sar	15	October, 1996
3. Shahi Tump	17	October, 1996
4. Pathani Kahor	14	October, 1996
5. Korjo	15	April, 1997
Sami Cluster		
1. Shah Puk	22	March, 1997

4.1.1 The achievements of VEP during 1996-97:

Identification:

Six villages were identified, observational visits paid to these villages and baseline information collected. Female activists identified and the AZTs were formed (See Table 4.1)

4.1.2 Education Planning and Management (EPM) Workshops:

Two workshops were conducted:

1. EPM-II of Kalatuk cluster: There were 49 participants of 5 AZTs who attended the workshop.
2. EPM of Sami cluster: There were 34 participants of 4 AZTs who attended the workshop.

The participants received knowledge and skills (through EPM trainings) in:

- Information gathering
- Managing meetings
- Record keeping (minutes, etc.)
- Managing & monitoring of education process
- Participatory decision making skills
- Conducting village surveys

4.1.3 Education Process Implementation:

- Teachers Training: 12 teachers were trained for the Accelerated Non-formal Primary Education for adults using modules of AIOU. The teachers from

AZTs of Pathani Kahoor, Abser, Singansar, Korjo and Shahpuk participated.

- Refreshers courses for existing literacy centres of Balicha, Tump, Nasirabad, Kalatuk and Sami clusters were conducted, to provide the methodology for class 3 and 4 courses of Balochistan text book Board. 23 teachers attended the course.
- Literacy centres (Nookan Sabah) established. In the reporting year 11 new centres were established in Turbat and Sami clusters. There are eleven schools imparting functional literacy (See table 4.2)

4.1.4 Monitoring:

The monitoring of all 37 centres was conducted on monthly basis. There are 26 existing and 11 new schools.

4.1.5 Cluster Teachers Meeting:

Teachers meeting were held in six clusters. The objectives of these meetings are:

- to provide opportunity to the teachers to get together, share experiences and review the progress of their centres.

4.1.6 Literacy Statistics: (for 1996-97)

- 475 females completed their functional literacy.
- 167 females completed class 3 and are studying in class 4.

4.1.7 Transformation of AZTs into CBOs:

- 9 AZTs of 2 clusters have opened their bank accounts and have collected Rs. 42,975/- in their accounts.

School	# of Learners	AZT	Cluster
1. Abser (A)	45	Abser	Turbat
2. Abser (B)	25	Abser	Turbat
3. Singansar (A)	14	Singansar	Turbat
4. Singansar (B)	37	Singansar	Turbat
5. Singansar (C)	40	Singansar	Turbat
6. Shahi Tump	30	Shahi Tump	Turbat
7. Pathani Kahoor (A)	32	Pathani Kahoor	Turbat
8. Pathani Kahoor (B)	25	Pathani Kahoor	Turbat
9. Korjo	39	Korjo	Turbat
10. Shahpuk (A)	26	Shahpuk	Sami
11. Shahpuk (B)	10	Shahpuk	Sami
Total Learners	323		

- 5 AZTs were given technical assistance to develop projects which were presented to project approval committee 4 micro credit projects were approved.
- Training on Mother and Child Health conducted at:
 - a) village Solband on October 25, 1996 and 50 females of 6 villages participated.
 - b) village Kirki on October 31, 1996 and 55 females of 6 villages participated.

These trainings were organized in collaboration with the department of Health, Mekran division.

4.1.8 Other Trainings:

- Two AZT members one from Malikabad and others from Balicha were sponsored to attend a training workshop on Micro Enterprise organized by ADHR at Islamabad in July, 1997.
- Five AZT members were sponsored to visit the income generation projects of a CBO Marvi in Khairpur, Sindh. These were the members of AZTs of Kalatuk, Sami, Asiabad, Nasirabad and Balicha.

4.1.9 Events:

- Two AZT members, Ms. Fatima (Tump) & Ms. Sofia (Samanabad) participated in the International Literacy Awami Mela which was held in September, 1996 at Islamabad.

- Poverty Eradication Seminar in Turbat was organized on October 17, 1996. About 120 women including girls and teachers from schools and college of Turbat participated. Ms. Waheeda, Principal, Government Girls Model School, Turbat was the Chief Guest.
- Poverty Eradication Seminars were also organized in Nazarabad and Gomazi on October 10, 1996. In Nazarabad about 200 women, girls and members of AZTs of Nazarabad, Balicha, Tump, Korjo, Samanabad and Malikabad participated. Mir Mohammad Akram the then Minister of Information & Culture, Government of Balochistan was the Chief Guest. He announced Rs. 30,000 grant for AZT Nazarabad. In Gomazi Seminar local women and girls participated. Dr. Barakatullah, a noted social worker was the Chief Guest.
- International Women Day Seminar was organized at Sanamabad in Tump cluster on March 8, 1997. About 150 rural women members of 5 AZTs of Tump cluster participated. Mir Bashir Ahmed, Director, Local Government, Mekran division was the Chief Guest.

Another Seminar was held at Girls College, Turbat on same day where 200 participated. Additional Commissioner, Mekran was the Chief Guest.

Table 4.3: Number of Learners Completed Literacy and 3rd Class Course Year: 1996-97

Centre	# of Learners Completed Literacy	# of Learners Completed 3rd Class
1. Balicha	13	09
2. Asiaabad	10	06
3. Asiaabad Korejo (A)	15	03
4. Asiaabad Korejo (B)	15	
5. Mirabad	08	
6. Raisabad	08	
7. Nazarabad	06	
8. Nazarabad Gulshan Azeem	15	
9. Nazarabad Lebanon Bazaar	10	
10. Tump (A)	17	12
11. Tump (B)	12	05
12. Gomazi	13	10
13. Korjo Mir Essa	11	09
14. Samadabad	14	14
15. Malikabad	13	12
16. Dazen	17	
17. Nasirabad (A)	15	17
18. Nasirabad (B)	21	17
19. Khairabad (A)	13	10
20. Khairabad (B)	21	13
21. Nodez	04	
22. Lallain	29	21
23. Shykahn	13	09
24. Kalatuk	15	
25. Solband	17	
26. Geebon	17	

Centre	# of Learners Completed Literacy	# of Learners Completed 3rd Class
27. Sorage Bazaar	12	
28. Pullani	16	
29. Geena	12	
30. Nookahn	04	
31. Sami	21	
32. Shahrak	22	
33. Omerkhan	13	
34. Kirki	14	
Total	475	167

4.2 Background of IBEP:

In 1993, the Directorate of Primary Education of the Government of NWFP, with support of UNICEF, initiated an Integrated Basic Education Programme (IBEP). Under this project, 90 literacy centres and non-formal primary schools for girls were set up in the districts of Nowshera, Karak and Malakand in NWFP. The objective of this component of IBEP was to involve local communities in the promotion and advocacy of female literacy. In 1994, UNICEF realized that there existed a lack of capacity within the Government to mobilize the local communities. Two local NGOs - Strengthening Participatory Organization (SPO) and Khwendo Kor (KK) - were provided funds to mobilize the local communities to support these schools and literacy centres. They were also asked to identify new localities where female education is needed.

In January 1994, SPO conducted a survey in district Nowshera to assess the potential for

expanding female education in the area. This study has recorded many reasons for non-enrollment in primary schools. Some of these reasons are:

- Lack of Education Facilities/Primary Schools
- Economic Reasons/Poverty : Parents cannot afford to send their daughters to a distant place for education and prefer to send their male children to earn something
- Due to cultural and traditional constraints, parents hesitate for female education
- Family feuds and high costs of education

During the study it was also found that certain in-school problems adversely affected enrollment. Some of these problems included overcrowded schools, inappropriate teaching methodology and unpleasant teacher-students/parents relations. The study was specifically done to explore the possibility and

potential for community supports on IBE Projects and activities directed toward promotion of basic education for girls in Nowshera.

In result of the study, SPO involved Non-Formal Education (NFE) component of the Integrated Basic Education Project (IBEP) in Nowshera, NWFP (1993-96) implemented by the Directorate of Primary Education and supported by UNICEF in October, 1994 had envisaged promotion of girl's education in the districts through community participation and support.

At that time 30 community primary schools were established in different areas of Nowshera with maximum possible participation of all collaborative partners, i.e. Government, SPO and communities. Presently, 19 schools are in functioning condition and 9 schools are handed over to the Government and PMLC. At that time it was expected that UNICEF would provide continued funding and support for a period of three years, after which the schools were to be handed over to the Government of NWFP. Due to change in UNICEF, strategic plan for its Pakistan programme, funding for this project was stopped at the end of June, 1996, though the Government has not yet made provision for assuming responsibility for these schools and the communities are not yet in a position to bear their full cost. Therefore, SPO has sought funding from The Asia Foundation to support the running of these schools for a further 18 months (up to December, 1997) during which time SPO is expected to work with these communities (and with the concerned government agencies) to assure their long-term sustainability.

SPO has carried out their responsibilities in above mentioned pilot projects which was a unique in the field of primary education with a partnership between the government, NGOs, communities and a donor agency. All involved in this partnership have gain valuable experience and have proved that solid community involvement in the basic education is not a utopian dream but a realistic and appropriate complementary strategy in the promotion of education for girls in areas where the formal system has not reached or has failed to attract female enrollment.

4.2.1 SPO-IBEP Achievements (1996-97):

Strategic Plan:

- SPO-IBEP team & KK (NGOs) jointly prepared strategic planning up to December, 1997.
- Work plans for each activity (week wise) prepared.

Monitoring:

- SPO-IBEP staff monitored each school once a month.

VECs/CBOs Monthly Meeting:

- Monthly meeting with partner organization carried out with both male and female organizations.

Teacher Meeting:

- Monthly teacher meeting carried out successfully (July, 1996 to June, 1997).

UNICEF Evaluation Team Visit:

- In the beginning of July, 1996 a UNICEF evaluation team visited district Nowshera for Evaluation of IBE Project (Report awaited).

**Quarterly Meeting with
The Asia Foundation:**

- Jointly (SPO & KK) quarterly meeting held in SPO, Peshawar with The Asia Foundation.

Conversion of Schools:

- In this year eight schools shifted to Government building in which 248 students are studying in different classes.

Special Events:

- Every national day is celebrated in each school (like parents day, Allama Iqbal Day, Quaid-e-Azam Day, etc.)
- Two special events were celebrated on District Level with the Financial Assistant of Shamma Ghee Mills (Associated Industries Limited), Nowshera (August 14, 1996 & March 23, 1997).
- Five NFE school children attended literacy Mela, Islamabad organized by PMLC and won prizes.
- Farewell party organized by Village Education Committee (VEC) with in a school for graduate students (5th class) in this year. (In this year 248 students completed primary educations).

Staffing:

- New field officer (M) was interviewed and appointed and orientation in office and then in field is given to him.

Syllabus:

- Two session syllabus for class KG to 5th prepared by SPO-IBEP staff and approved by DEO(F) Primary Nowshera and distributed to the schools.

Certificates:

- SPO-IBEP awarded 200 certificates for graduate students (Counter signed by DEO(F) Primary Nowshera).

Teacher's Training:

SPO-IBEP team imparted following training to NFE school teaches.

- Core skill training (10 days)
- Teaching Methodologies (six days)
- Core subject (three days)
- One day refresher course, training is given by SPO-IBEP team in monthly teachers meetings.

Examination:

- Monthly test of each school is held regularly
- Two sessions (six months) examination held and the students promoted to next class.

Delegations Visit:

SPO-IBEP facilitated the following delegations for project area visits:

- CIDA delegation visited Nowshera to visit the IBE project and attended cluster meetings of VECs/CBOs.
- Primary Education Programme (PEP) delegation visited the NFE school and met with the male and female VECs.
- D-FID Consultants visited the schools and further work and discussed future collaboration with SPO in the same field. (Consultation is in progress).
- JICA representative visited SPO office for a meeting and sharing concerns. He also attended IBEP teachers training workshop and had a meeting with the teachers to discuss problems related to education.
- UNICEF delegation visited Nowshera for future work with SPO in the same field.

Purchasing Books:

- SPO-IBEP team purchased text books from the text book Board on 13% special discount rate.
- Books distributed among the students.

Plantations:

- With the special efforts of SPO-IBEP team Pakistan Tobacco Company donated ten thousand saples to five VECs/CBOs for plantations.

Exchange Visits:

- SPO-IBEP team completed two exchange visits within a district for female VECs.

Linkages:

- SPO-IBEP team facilitated and coordinated SAHE workshop on education motivational material.
- IBEP team leader visited Turbat for VEP evaluation.
- 03 VECs linked with SPO core programme. three VECs completed DPM-1 training and the remaining part will be completed next quarter.
- 4 VECs submitted documents to Social Welfare office for registration. (SPO-IBEP helped them for preparation of their documents and linked them with the said office).

Follow-up Visit:

- SPO-IBEP team carried out follow-up visit on those schools which are handed over to Government.

Workshop/Seminar:

SPO-IBEP participated in the following workshops/seminars in the reporting year:

- IBEP team leader attended a one day seminar organized by UNICEF on "National Forum on Educationalists, Policy Makers and Business Leaders towards a new vision" in Karachi.
- IBEP female field officer attended PRA training organized by IUCN, Peshawar.

- SPO-IBEP team leader attended six days training workshop on Post Literacy Programme organized by NRSP, Islamabad.
- IBEP male field officer attended DPM-1 training in Peshawar.
- IBEP female field officer attended advance training course organized by Drug Abuse Prevention Resource Centre, Islamabad in Peshawar.



Table 4.4: **Information on Community Primary School, District Nowshera**

Name of Schools	# of Learners	Name of VECs/CBOs
1. Shaidu (Meri Khail)	50	Islahi Committee Shaidu (CBO)
2. Azakhail Payan # 1	60	Azakhail Welfare Society (CBO)
3. Aba Khail (NSR Kalan)	38	Village Education Committee, Abakhail
4. Jalozei	40	Jalozei Welfare Society (CBO)
5. Mohib Banda	45	Alflah Welfare Society (CBO)
6. Pir Pai (Jan Abad)	46	Village Education Committee, Janabad
7. Farid Khan (Akora Khattak)	43	APC Welfare Society (VEC)
8. Nawan Kili (NSR Kalan)	86	Village Education Committee, Nawan Kili
9. Akbar Pura	92	Village Education Committee, Akbar Pura
10. Amon Kot	29	Village Education Committee, Amon Kot
11. Azakhail Payan # 2	41	Azakhail Welfare Society (CBO)
12. Dagi Khail	53	Village Education Committee, Dagi Khail
13. D. M. Ishaq	31	Alkhidmat Welfare Society (VEC)
14. Pir Sabaq	85	Village Education Committee, Pir Sabaq
15. Shaidu (Hajiabad)	33	Islahi Committee Shaidu (CBO)
16. Khat Kili	57	Young Welfare Society, Khat Kili (CBO)
Total	809	

CHAPTER - 5

THE GOVERNANCE

SPO has six major institutions for Governance:

- 1) PRM - All Programme Staff
- 2) SMC - Senior Management Committee (Staff)
- 3) GB - General Body (Volunteers)
- 4) RACs - Regional Advisory Committees
- 5) BoD - Board of Directors (Volunteers)
- 6) AC - Advisory Council

In this section we look at the work of the SPO's Governing Institutions whose work during the year has been dynamic and of critical importance for current and future Programmes.

5.1 Programme Review Meeting (PRM):

The Programme Review Meetings are held twice every year. In the reporting year 1996-97 these meetings were held as under:

- a) January 3-4, 1997 at Islamabad
- b) June 21-25, 1997 at Kalam.

The meetings are attended by the Programme staff from all the regions and the National Centre, Islamabad. The Secretary of this forum is Ms. Shireen Dinar, Section Head-DRC. The main objectives of these meetings are:

- a) to review the Programme of six months
- b) to share the experiences of different regions
- c) to decide the strategies for the new Programmes
- d) to review the administrative and financial

record keeping experiences (once a year).

PRM of January, 1997:

The review of programme activities of each region was presented for the period July-December, 1996. These were discussed and following recommendations were made:

- a) A format for base line data be introduced. The CBOs should be encouraged to collect the data of their villages and prepare village profiles.
- b) The training needs of staff shall be identified by the RDs in each region.
- c) In VEP programme, the programme should be diversified and literacy/primary education should be considered as an entry point. The communities may choose other development interventions like income-generation, micro-credits for micro enterprises and infrastructure-building.
- d) The programme planning should be made in such a way that the cultivation and crop seasons are considered. The rural communities cannot fully participate in the training programmes during these seasons.
- e) The core programme of SPO should have priority over other events.
- f) The SPO-funded projects should be monitored annually, and after completion of the projects, in order to monitor the impact.

- g) A report on the activities of the National Centre (Head Office of SPO) should also be presented to the PRM.
- h) The monitoring report of the External Monitor was discussed and it was decided that the indicators shall be devised for:
- Resource Mobilization
 - External Outreach
 - Development Activities of the Community
 - Relationship between CBOs and SPO staff.

PRM of June, 1997:

- a) It was decided that SPO will develop its own module for micro-credit programmes after conducting the studies of the organization already practicing it. A team from among the members was constituted to work on it and present the final draft in the December, 1997 PRM. The financial mechanism shall be devised for such a programme.
- b) The Regional Project Approval Committees of SPO should be informed about the projects being sent to other donors.
- c) The training for process monitoring and impact assessment was identified as the need of the programme staff. This training shall be designed later.
- d) The guidelines/TOR for PRMs were set as under:
- To share experiences
 - To identify problems in programme implementation, analyze and suggest solutions
 - To evaluate new trends
 - To suggest innovations
 - To discuss new opportunities arising in the field
 - To discuss threats and ways to face them
 - To discuss successes/failures and lessons learnt during the programme interventions.
- The objective set for PRM:
- "To share those issues and learnings that directly influence the attainment of our stated outputs/outcomes with a view to develop consensus on new methodology and practices".
- e) The DPM kit was presented by Ms. Ismat Saeed, Programme Specialist - TS, and was adopted to be practiced in the field. It was suggested that the kit may be translated in local languages.
- f) A research manual developed by Mr. Jamil A. Bhatti, Programme Coordinator - Punjab, was presented at the PRM. The manual was to be up-dated after the comments of the Programme Staff.
- g) Contract Form for LRPs was finalized.
- h) It was decided that the concept and structure of the Coordination Councils should be formally discussed with the stake-holders and the Councils should be organized accordingly.

- i) The indicators for DPM follow-up should be developed.
- j) The micro-funding project proposal outlines were approved.
- k) Staff Appraisal System was discussed and group exercises and role-models were played. The following recommendations were made:

"The primary use of the Performance Appraisal System is to help improve mutual understanding. The immediate supervisor of the appraiser should be aware of the evaluation of appraisee. The supervisor should develop listening habit for subordinate's problems and issues. The employee should be encouraged to speak more confidently. The professional attitude may be developed in the process".

- l) The indicators for appraisals were identified:

i) Time Management:

- 1. Completion of tasks/targets within mutually agreed time frame.
- 2. Skills in tasks prioritization.
- 3. Ability/Capacity of carrying out Parallel jobs/activities.
- 4. Ability to allocate time according to task requirement.
- 5. New learnings and application of innovations for time management.

ii) Deadlines:

- 1. Tasks achieved within specified time.
- 2. Ability/skill to set realistic deadlines.

- 3. Mobilization of additional and creative resources in meeting deadlines.

iii) Punctuality:

- 1. Is a person/appraise there before/by or after an event.
- 2. Willful absenteeism.
- 3. Unnecessary delay or disruption in the start of an event/activity.

iv) Inter Personal Relationship:

- 1. Having teamwork spirit (team feels comfortable to work with).
- 2. Colleagues have trust in him/her.
- 3. Don't play politics within and outside the organization.
- 4. Having habit to own others.
- 5. Don't have the habit of backbiting.
- 6. Ability to accept constructive.
- 7. Communication.
- 8. Conflict resolution.

v) Adherence to Corporate Values of SPO:

- 1. Observe SPO's values.
- 2. Own SPO's values.
- 3. Implement them in his/her work.

(i.e. to know, to accept and to implement)

vi) Commitment:

- 1. Achieve the objectives of work.
- 2. Positive feelings for the organization.
- 3. Involvement in/with the work.
- 4. Can sacrifices for the organization.
- 5. Exhibit consistency in his/her work.

vii) Initiative:

1. Number of new ideas/actions/skills in a specified time.

viii) Resourcefulness:

1. Number of activities/actions/constraints managed within given resources, in a specified time period.

ix) Decisiveness:

1. Number of timely taken specific decisions within given resources to strengthen the SPO Programme.
2. Timely decision in critical situations.
3. Assertiveness.
4. Mobilization/identification of resources.

x) Supervisory Skills:

1. Effective utilization of resources.
2. Target achievements.
3. Supportive.

m) The reporting formats were finalized according to information needs.

n) The contact cycle for female group formation was finalized.

o) It was recommended that:

- DPM review workshops should be conducted for Programme staff on yearly basis.
- The modules of LRP trainings should be developed.
- SPO should initiate the

sensitization/orientation of Government departments about CBOs and their work.

- SPO should play a role of facilitator for Coordination Councils of CBOs/NGOs and SPO should limit its role to linkages between Coordination Councils and the Donor/Government.

5.2 SPO Management Committee (SMC):

The SPO Management Committee Meetings are held once in each quarter. In the reporting year 1996-97 these meetings were held as under:

- a) August 17-18, 1996 at Islamabad
- b) January 1 & 2, 1997 at Islamabad
- c) April 24 & 26, 1997 at Islamabad.

The meetings are attended by the Senior Management Staff from all the regions and the National Centre, Islamabad. The Secretary of this forum is Mr. Aaref Farooqui, Section Head - Directorate Support. The main objectives of these meetings are:

- a) Management Plan and Budget
- b) Inter-agency Relations
- c) Programme Development
- d) Staff Hiring / Termination
- e) Policies Development and Review
- f) Strategic Planning
- g) Staff Development
- h) Inter-Regional Coordination
- i) Project Proposals
- j) Organizational Structure
- k) Procurement
- l) External Technical Assistance to SPO
- m) Monitoring and Reporting (Programme,

- Operations and Finance)
- o) Learning Information System (LIS)
 - p) Impact Evaluation
 - q) Regional Strategies
 - r) Assign Tasks
 - s) Consultancy and Services

SMC of August, 1996:

Some major decisions made in this meeting are as follows:

- It was decided that RPAC minutes/comments after the Chief Executive signature should come to the Projects Monitor.
- Final minutes and RPAC project proposal dockets should be shared between regions.
- The "Local Initiatives in Development" Conference will be held at SPO National Centre on November 10, 1996.

The deadline for sending profiles & speech to the National Centre is September 30, 1996.

Profiles of participants and the CBO to which he/she belongs is required from each region.

At the National Centre, DRC section will coordinate this conference and will prepare materials for SPO promotion/projection.

SMC of January, 1997:

Some major decisions made in this meeting are as follows:

- It was decided that Urdu version of the

training manual for Trainers developed by Mr. G. Mustafa Baloch will be published by SPO (nation-wide) after acquiring permission of the sources whose material was used in the manual.

The training manual of Leadership developed by Punjab team was highly appreciated and was decided to be published by SPO.

- It was decided by the members that Conference on Local Initiatives in Development will also be held at the Regional level in addition to the National Conference.
- Approved Projects Docket will now have signature of the Chief Executive on each page.
- Regional Centres will share with each other and National Centre the summary information on each approved projects.
- A workshop for common understanding on the new Performance Evaluation Proforma is to be held with SMC meeting in April, 1997. Mr. Ali Akbar, Deputy Chief Executive will facilitate the workshop. The DCE will attend Performance Evaluation training workshop of PIM before this in-house workshop to enhance his understanding on the issue.
- Regions were requested to develop a concept paper on different areas/components for which funding is required. Proposal preparation on the basis of these concept papers and presentation before the donors for approval will then be the responsibility of the National Centre.

- In view of the decentralization and added responsibilities of managing project funding, SMC decided to promote Regional Office Administrators in Grade 5 w.e.f. July 01, 1996 and from now on they will be addressed as Section Head, Finance & Administration (SH F&A). One new position of Finance Assistant (FA) for the Regional Centres and the Job Descriptions of SH F&A, FA and OA (revised) were approved. Appointment of FAs will be subject to availability of funds.
- It was decided by the SMC members that SSF funds for approved and conditionally approved projects will be transferred to regions for further disbursement to concerned CBOs after the RPAC. In case of the projects in which certain conditions are imposed, Regions will now be responsible to make sure that conditions laid down for the projects are met with, and then only disbursements are made.
- The concept of Interns in SPO was approved by the SMC members and Chief Executive was requested to prepare a proposal on this and share it in the next SMC so that funding can be sought from donors.
- It was decided that as mentioned in the Alan's monitoring report, unit cost of working with CBOs and other activities will be calculated when preparing budgets from the fiscal year of 1997-98.
- It was decided that Regions in coordination with LIS will develop a common format for reporting while also reducing the number of formats for reporting to 3-4 reports. From these reports LIS will prepare Quarterly and Annual reports and before sharing with others will send back to regions for their comments and review. Chief Executive and other concerned staff shall review monthly reports of LIS and give their input. The whole process will help generation of objective, less time consuming and interactive reports.
- SMC members were of the view that Contact Cycle Workshop should critically review the Rapid Organizational Appraisal (ROA) process and whether it can be included in the Contact Cycle or not.
- SMC was of the view that for any deviations (above 10%) from approved budget, Manager Finance & Administration be informed in advance with proper rationale of doing so.
- It was also decided that in the next fiscal year's budget flexibility be incorporated for utilities and tax increases. Finance Section at National Centre will document and circulate as and when required the details on variances in utilities and taxes due to price hike.
- Project Start-up Forms will now be on Stamp Paper and will be duly endorsed by Notary Public. Lawyer may be asked to help in designing this form.
- Funds of projects cancelled or closed should not be kept as a liability. Concerned CBOs should be given three notices and then project funding be cancelled after getting the approval from RPAC in case of new projects and from Chief Executive in case of old projects. Funds then can be re-allocated.

- Women Emancipation Programme briefing was done by Ms. Rehana Hashmi, Director GAD. The concept was approved by SMC. Regions were requested to draw out their action plans for the year 1997-98.

SMC of April, 1997:

Some major decisions made in this meeting are as follows:

- SMC Members decided to hold a workshop on Reporting Formats. The participants will be Senior & Middle Management and the LIS team. The task of facilitating the workshop was assigned to Mr. Arshad Haroon, RD-NWFP. By June 2, 1997 all personnel above the Section Head position will provide the facilitator with 8 items of information requirement and also from whom, frequency & purpose of the requirement.
- The criteria for the replacement of vehicles will be developed by MF&A and will be shared in the next SMC meeting.
- Programme Manager-VEP was invited by RD-NWFP to visit IBEP, Nowshera for experience sharing and the date set was April 30, 1997.
- SMC members decided to hold a session on "Decision Making Process" with the next PRM meeting.
- SMC members decided that SPO should have its own Web Page and also an account Internet (at NC).
- It was decided that Chief Executive and Director, GAD will develop a concept paper on SAP & Government Partnership Strategies and will share it with the Board and SPO wide.
- All projects developed by SPO either for

SPO funding or for other donors funding will be presented before RPAC for approval.

- Coordination Council concept paper developed by Mr. Gul M. Mastoi, RD-Sindh was shared and CCs concept will be finalized in the forthcoming PRM.
- It was decided that refreshers on DPM will be a regular process.
- It was decided that every project developed should have figures of direct and indirect beneficiaries.
- Director, GAD will visit VEP in order to develop strategies to motivate male groups where female AZTs are working for education enhancement.
- Chief Executive will visit only troubled projects in his regional Programme visits.

5.3 The General Body (GB):

There was only one meeting of the General Body members during the reporting year, the Annual General Meeting, which was held at Peshawar on 11th November, 1996.

The Annual Report and Audited Accounts representing the period 01 July, 1995 - 30th June, 1996 were approved and Messrs Taseer Hadi Khalid and Co were re-appointed as official auditors for 1996/97. In approving these documents the members asked that future reports should have a greater analysis of planned verses achieved and the report should include more information on what did not work or was unsuccessful, as these can be an important source of learning.

As in previous years, members were unable to agree on one format for budgeting and managing funds for development activities. ie this year members also faced the same

disagreements over what is a programme cost and what is administrative.

Apart from the routine annual business there were two items under Special Business, namely the formal approval of the amendment to Article 21 of SPO's Articles of Association, to increase the maximum number of Directors from 12 to 14. This was tabled in order to provide Balochistan with a more equitable representation on the Board. The second item concerned the ratification of Mr. Mohammad Amin's selection as the third Board member from Balochistan. This was made at an earlier extraordinary meeting of the members (16th March, 1996). Both Special Items were approved unanimously.

Though SPO membership comprises of 34 individuals, unfortunately only 11 of the 34 members attended in person whilst another 10 sent proxies. Those who attended were disappointed at the rather low level of turn out and suggested that the Chairperson should contact all the absent members asking them to relinquish their membership if their other commitments were unlikely to allow them to attend future SPO events. A decision which during the course of the year was to result in voluntarily relinquishing of membership by six members; and with the Board at its last meeting of the year (6-7 June, 1997) approving six new nominees for General Body membership.

5.4 Region 1 Advisory Committees (RACs):

SPO had planned to establish Regional Advisory Committees (RACs) so as to provide additional policy and technical support to its

regional offices. In order to increase the involvement of partner organizations, the Board agreed to include two representatives of CBOs in each of the RACs.

Whilst the ToRs and operating procedures for these committees were developed and approved by the Board in close partnership with the staff, it was not possible to convene meetings of RACs in any of the regions.

5.5 The Board of Directors (BoD):

This year the number of elected Board of Directors increased from 12 to 13; and thus, with Mr. Mohammad Amin of Turbat joining the Board in his official capacity from January, 1997; the total strength was increased from 13 to 14. (the Chief Executive as a non elected member of the Board).

The Board met four times during the year with an average attendance of nine members for each meeting. All the members, nevertheless remained highly interested in and committed to SPO and its programme; and none more so than the Chairperson, who even as a Federal Minister in the caretaker government, continued to guide and support the Chief Executive and his team. Some of the major events where the Board and in particular the Chairperson played pivotal roles include:

- the first National conference on Local Initiatives in Development, November 10, 1996, Islamabad;
- the public launching ceremony of the first published annual report;
- the finalization of SPO's 5 Year Business

Plan, first quarter of 1997; and,

- the first provincial Local Initiatives in Development conference, arranged by SPO Punjab at Lahore on 12-13 May, 1997.

In addition to regular meetings of the Board and the routine agenda items, the members expressed the need to broaden their understanding and experience of SPO field work and requested that, where possible, Board meetings should incorporate an orientation into SPO's specific programme initiatives or work of Partner CBOs.

05 October, 1997; meeting of SPO Board, Karachi.

Keeping the wishes of the Board in mind, the first meeting of the reporting year was held at Karachi, where the Sindh Regional team provided an overview of the programme in Sindh and underlined the urgent need for additional female programme staff for enhancing its work with the female groups. The members were taken to Ibrahim Hyderi, a fishing community on the outskirts of Karachi to view their credit programme.

In addition to the regular update on SPO's funding, staffing and programme related issues, the following were specifically tabled at this, the 12th meeting of SPO Board:

- A long term SPO Strategic Planning Document developed with the help of Cowater International and with inputs from the CBO partner, SPO staff and

SPO Board was approved.

- The draft of the Annual report and the audited accounts were approved for submission to the AGM in November.
- Setting up of an Endowment Fund for SPO was formally approved with an initial seed money of 10 million rupees from its SSF funds.

01 March, 1997; meeting of SPO Board, Islamabad.

The main items on the agenda of this meeting included:

- The review and approval of the Business Plan which was prepared in connection with SPO's proposal to the Royal Netherlands Embassy.
- The review and approval of Terms of Reference for SPO's Regional Advisory Committees.
- Establishment of a criteria for inviting new members on to SPO's Advisory Council. This criteria was used later that month to expand the Advisory Council by three new donors namely: The Asia Foundation, The European Union and the Royal Netherlands Embassy.

09 April, 1997; meeting of SPO Board, Islamabad.

This was a special meeting called by the Chairperson in response to his discussions at the March Advisory Council meeting.

The main purpose of the meeting was to look at ways in which SPO's programmes can be taken to scale.

The members examined the possibilities of an active role in Social Action Programme's PDP component, the potential of starting a contracting wing to tap into the growing demand for capacity building of other agencies partner organizations and forging closer and more interactive links with the government.

The members also provided a unique and a highly valuable input in the form of a SWOT analysis which was based on their perceptions, understanding and experience of SPO.

6-7 June, 1997 meeting of SPO Board, Murree.

This was the final scheduled meeting of the Board for 1996/97 and its primary objective was to review and approve the workplans and budgets for the coming year. In keeping with a previous request from the members, orientation into three aspects of SPO work were also arranged. These were:

- current thrust and future direction of SPO's Development Resource Centre (DRC);
- SPO's Learning Information System (LIS); and,
- basic accounting systems and SPO's own model.

In addition to the above the Board also set up a sub-committee tasked to review and revise the SPO salary structures and permissible expenditure levels for the SPO Board. Their recommendations will be shared the first Board meeting of 1997/98.

The Board also selected six new nominee for the General Body Membership to replace those members who had relinquished their membership due pressure of other commitments.

5.6 The Advisory Council (AC):

This was initially set up to allow all major donors and Government of Pakistan to review and comment at the overall policy and direction of SPO and to act as a support mechanism. Up till this year the membership had been limited to the Economic Affairs Division as the representative of GoP and the Canadian High Commission CHC as representative of CIDA, SPO's main donor.

However, as a result of the March board meeting the membership was extended to the Asia Foundation, The European Union and the Dutch.

Only one meeting of the council was arranged during the year, March, 1997. Apart from reviewing SPO's achievements to date it also examined how each of the members could support and or guide SPO in regard to its financial position.

CHAPTER - 6

ROLE OF SPO NATIONAL CENTER

6.1 *Development Resource Centre (DRC):*

a) **Prepare and Disseminate SPO Publications:**

- Two issues of newsletter "Shirkati Taraquee" was issued during the year and circulated in CBOs/NGOs.
- The minutes of two PRMs circulated in SPO staff.
- 123 letters of CBOs were responded.
- 65 visitors were attended and information and materials on development provided.
- Stall was organized in NGOs Conference by SDPI and at literacy Mela.

b) **Manage Computerized Resource Materials:**

The databases are:

- 1) **NGO Database:** 19 NGO profiles entered. Total 8788
- 2) **Resource Database:** 279 new books acquired Total 1141 and entered. Resource material entered. List of new arrivals circulated to SPO offices.
- 3) **Support Agencies Database:** Total entries are 48.
- 4) **Human Resource Database:** Total entries are 106.

6.2 *Learning Information System (LIS):*

This year, LIS team performed a significant role to functionalize the system and has

succeeded in completion of the goals which included software development, procedure development and besides all of this Programme Specialist - LIS also supported AKRSP's MRE section and SAP' MIS manager on request of CIDA monitor.

a) **Reporting Format:**

Reporting formats for LIS are modified and developed for all programme activities. Programme Specialist - LIS visited 3 CBOs in southern Punjab with Punjab team.

* Monthly Activity Report Format is used by the regional field staff to submit the report to LIS Section at National Centre. This format provides the information to Phase-I of LIS.

* A Questionnaire is developed which is used for collection of data to measure the impact of Capacity Building Indicators.

b) **Procedure Development:**

The procedures are also defined for submitting the monthly reports to LIS and the output reports from LIS Section to Management.

c) **Software Development:**

Software Development was the most important part of the whole job in designing and developing LIS. The

software was developed and finalized on the basis of tested prototype and technical support by Cowater International. It was challenging job with the limited LIS team to develop such a software which could completely support SPO's programme activities and have flexibility of modification according to future strategies.

The software for both phases I & II of LIS are developed very user friendly. It is menu driven and also has short cut keys for advance users.

* LIS Phase - I:

Phase-I of LIS contains the information about Monthly Activities of Regional Offices. An input form is submitted by each region in first week of each month to report activities for previous month. On the basis of Information, the output report both in table and graphical form is produced and presented to the management to analyze against the planned activities. Besides the monthly status report, we can produce the report for a specific period also e.g. last 6 weeks.

Besides the managerial reporting in Phase-I, there is a mailing database which contains the profile of all partners CBOs with their current status.

* Phase-II:

Phase-II of LIS plays important role. It provides the tool to measure the impact of capacity building exercise. We have 9 main capacity building indicators which are divided further into sub indicators. A

questionnaire with approximately hundred questions is used to assess the sub indicators and as well as main indicators. This exercise is done 3 times with each CBO. First at the time of CBO Selection, Second after DPM-1 training and third after the completion of contact cycle. All this information is entered in the software, and get the analysis in tabular and graphical form.

d) Share of Experience with other organizations:

Programme Specialist - LIS shared the SPO's experience of developing Information System with AKRSP to provide guideline for their M&E and Data collection problems.

Presented "LIS Model" to SAP's MIS Manager, on request of CIDA monitor.

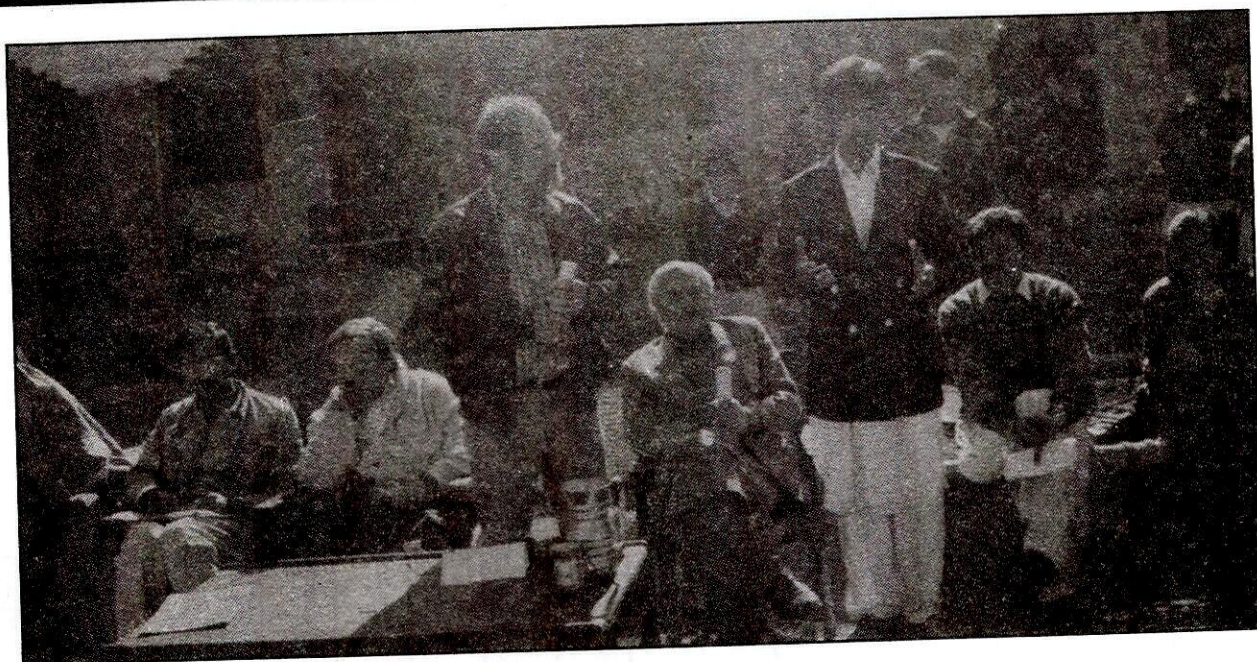
e) Appreciation from Board Members:

Programme Specialist - LIS presented and explained "LIS Model" to SPO Board Members. She also informed that she will be going to England for higher studies so she will not be available after a month.

The members appreciated the quality of work done by such a small team (2 members at NC). They felt that there was not suitably qualified person to take over this work after Ms. Waheed's departure and asked her to reconsider her resignation and take leave without pay for the higher degree. Members thanked Ms. Waheed for an interesting presentation and wished her success with her higher studies.

LIS INDICATORS

Indicators	sub Indicators			
	A	B	C	D
Development Concepts	Understanding of Development	Difference between welfare and development		Understanding of sustainability
Leadership	Delegation power	Democratic Behavior	Flexibility and openness	Competent
Community Participation	Aware of resource and benefits	Participation in Management Decisions	Equal representation of all sectors	
CBO Membership	Members Highly Involved	Equal Opportunity	Office bearers open/transparent	
Environmental Awareness	Awareness of environment issues	Use conservation methods		
Monitoring	Participatory Monitoring	Formally planned monitoring	Proper reporting	
Evaluation	Analytical reporting	Focused evaluation	Lessons learnt implemented	
Outreach	Provide support	Get Support	Get and manage financial/local resources	
Women's Empowerment	Participate in decisions	Control	Awareness	Mobility/Independence
Management Skills	Development/Democratic approach	Efficiency	Result oriented Management	Transparency
Vision	Organization Goals Formalized	Action oriented vision	Participatory review on vision	
Accountability	Formal procedures exist	Regularity	Records are open to stakeholders	



6.3 Staff Development:

Following trainings were attended by SPO National Centre Staff during the reporting year:

- Ms. Savera Hayat, Programme Coordinator - Projects Monitoring & Ms Shireen Dinar, Section Head - DRC attended training on "Monitoring & Evaluation" at NARC, Islamabad on December 14-25, 1996.
- SPO National Centre's Programme Staff attended a workshop on "Review of Contact Cycle" facilitated by Cowater - Mr. Abdul Haye on January 5-6, 1997.
- Senior Management at SPO National Centre attended a "Senior Management Training (SMC members)" on January 5-8, 1997.
- Mr. Aaref Farooqui, Section Head - Directorate Support attended training on "Effective Letters, Reports & Presentations" on February 15-20, 1997 at PIM, Karachi.
- Financial Management Workshop-II was conducted at Islamabad office (March 18-19, 1997) facilitated by Mr. Don Coleman of Cowater and Mr. Zubair Kiyani, Manager Finance & Administration, SPO. The Regional Directors and Section Head, Finance and Administration of all regions attended the workshop.
- Mr. Aaref Farooqui, Section Head - Directorate Support attended training on "How to Conduct Better Performance Appraisals" on June 16-18, 1997 at PIM, Lahore.

CHAPTER - 7

PROJECTS APPROVED IN 1996-97

7.1 Projects approved in 1996-97

Project Title	Organization Name	Location	Amount Approved	Start Date	Period
Balochistan					
Credit and Saving Management Scheme	Sakran Social Welfare Association	Sakran	Rs. 25,0000	11-7-97	Two years
Malaria Control	Social Youth Organization Zhob	Zhob	Rs. 139,950	3-11-97	Six months
Channel Lining	Anjuman Ithad Nawjawanani Poj Sinjavi, Loralai	Killi Poi Sinjavi	Rs. 423, 304	01-12-97	Three Months
Projection Wall	Anjuman Ithad Nawjawanani Luni Nana Sahib	Luni Nana Sahib, Zairat	Rs. 177, 917	20-11-97	Three Months
Karez Extension	Anjuman Ithad Nawjawanani Regha Sultanai, Muslimbagh	Ragha Sultanai,	Rs. 307,500	1-11-97	Six Months
Poultry Farm	Gindar Social Development Society Kalat	Kalat	Rs. 129,200	Not Started as yet	One year
VEP (Turbat)					
Micro Credit Scheme	Anjuman Zanana Taleem	Balicha Turbat	Rs. 100,500	27-12-97	15 months
Micro Credit Scheme	Anjuman Zanana Taleem	Raisabad	Rs. 65,000	27-12-97	15 months
Micro Credit Scheme	Anjuman Zanana Taleem	Mirabad	Rs. 55,000	27-12-97	15 months
Micro Credit Scheme	Anjuman Zanana Taleem	Nazarabad	Rs. 90,000	29-12-97	15 months

Project Title	Organization Name	Location	Amount Approved	Start Date	Period
NWFP					
Low price shop	Young Welfare Organization	Madday Baba, Takhat Bhai	Rs. 331,430	30-09-96	On going
Purchase of Agricultural	Islahi Falahee Behbood Committee	Togh Bala, Kohat	Rs. 473,000	30-09-96	
Punjab					
Sanjhi Tarraqi Credit & Saving Scheme	Al-Falah Social Welfare Society, Saroki Cheema, Wazirabad.	Saroki Cheema	Rs. 44,000	29-6-97	3 months
Wasiab Taraqiati Programme	Akbar Welfare Society	Jehan Khan, Kot Addu	Rs. 44,000		Three Months
Khushali-o-Bachat Scheme	Samaji Behbood Council	Village Farooqabad	Rs. 44,000	29-6-97	3 months
Credit Scheme for farmers, Low Income Families and Women	Anjuman Falah-e-Moashra	Basti Almani, Kot Addu	Rs.44,000	29-6-97	3 months
Sindh					
Increase agri-production for Farmers	Shah Latif Development Organization	Village Razoo Mahar, District Ghotki Sindh	Rs. 349, 355	01-01-98	Two years
Income Generation Fish Farm for RDOCC	Rural Development Organization Coordinating Council	Village Aarab Mahar, Tah. & Distt. Ghotki	Rs. 308,000	01-01-98	2 years

CHAPTER - 8

Financial Report

8.1 AUDITOR'S REPORT TO THE MEMBERS

We have audited the annexed balance sheet of Strengthening Participatory Organisation as at 30 June 1997 and the related income and expenditure account together with the notes forming part thereof for the year then ended and we state that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and, after due verification thereof, we report that:

- a) in our opinion, proper books of account have been kept by the company as required by the Companies Ordinance, 1984;
- b) in our opinion:
 - i. the balance sheet and income and expenditure account together with the notes thereon has been drawn up in conformity with the Companies Ordinance, 1984 and are in agreement with the books of account and are further in accordance with accounting policies consistently applied;
 - ii. the expenditure incurred during the year was within the budgets approved by the donors;
 - iii. the investments made during the year were in accordance with the objects of the company;
- c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, the income & expenditure account and the statement of changes in financial position, together with the notes forming part thereof, give the information required by the Companies Ordinance, 1984 in the manner so required and give a true and fair view of the state of the company's affairs as at 30 June 1997 and of the deficit for the year then ended; and
- d) in our opinion, no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980.

16 October 1997
Islamabad.

KPMG,
TASEER HADI KHALID & CO.

Chartered Accountants

8.2 Strengthening Participatory Organisations
Balance Sheet as on 30 June 1997

	1997 (RUPEES)	1996 (RUPEES)
FIXED ASSETS - AT COST	8,505,281	8,359,544
LESS: DEPRECIATION	3,052,674	2,201,397
	5,452,607	6,158,147
CAPITAL WORK IN PROGRESS	3,407,636	--
CURRENT ASSETS		
Advances, deposits, prepayments and other receivables	2,337,832	3,436,249
Cash and bank balances	35,500,575	35,005,338
	37,838,407	38,441,587
CURRENT LIABILITIES		
Accrued and other liabilities	(1,599,219)	(1,750,020)
Deferred income	(3,377,995)	---
	(4,977,214)	(1,750,020)
NET CURRENT ASSETS	32,861,193	36,691,567
	41,721,436	42,849,714
REPRESENTED BY:		
FUND BALANCE	3,527,853	4,576,732
CAPITAL RESERVE	6,984,060	6,984,060
RESERVE FUNDS	1,200,000	1,200,000
RESTRICTED FUNDS	30,009,523	30,088,922
	41,721,436	42,849,714

The notes set out on pages 77 to 79 form part of these accounts. These accounts were approved by the Board of Directors on 16 October 1997.

8.3 Strengthening Participatory Organisations
Income and Expenditure Account
For The Year Ended 30 June 1997

	1997 (RUPEES)	1996 (RUPEES)
REVENUE	32,032,537	31,879,606
EXPENDITURE		
Programme expenses (1)	15,904,831	15,492,541
Grants to NGO/CBOs (2)	3,426,585	1,597,434
Disbursements from funds managed on behalf of other organisations (3)	3,025,821	5,059,532
	22,357,237	22,149,507
Administrative Expenses (4)	10,098,919	9,911,336
	32,456,156	32,060,843
Excess of expenditure over income	(423,619)	(181,237)
Transferred to Restricted Fund	(586,366)	1,211,090
Transferred to Reserved Funds	-----	(1,200,000)
(Deficit) for the Year	(1,009,985)	(170,147)
Deficit for the Year Transferred to Fund Balance	1,009,985	170,147

8.3 Strengthening Participatory Organization
Statement of Changes in Financial Position
For the Year Ended 30 June 1997

	1997 (RUPEES)	1996 (RUPEES)
CASH FLOW FROM OPERATING ACTIVITIES		
Net deficit for the year	(423,619)	(181,237)
Adjustment for :		
Depreciation	851,277	989,944
Fixed assets written off	----	150,008
	821,277	1,139,952
Operating surplus before working capital changes	427,658	958,715
Decrease / (Increase) in receivables	1,098,417	(661,688)
(Decrease) in current liabilities	(150,801)	(483,836)
NET CASH FROM/(USED IN) OPERATING ACTIVITIES	1,375,274	(186,809)
CASH FLOW FROM INVESTING ACTIVITIES		
capital expenditure	(880,037)	(896,391)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	495,237	(1,083,200)
CASH AND CASH EQUIVALENTS AT THE BEGINING OF THE YEAR	35,005,338	36,088,538
CASH AND CASH EQUIVALENT AT THE END OF THE YEAR	35,500,575	35,005,338

FINANCIAL REPORT

8.4 Strengthening Participatory Organisation
Notes to the Accounts
For the Year Ended 30 June 1997

	1997 (RUPEES)	1996 (RUPEES)
01 PROGRAMME EXPENSES		
Staff costs	9,812,727	9,730,325
Traveling & conveyance	1,844,387	2,589,320
Vehicle running & maintenance	716,735	634,729
Office supplies	88,147	60,431
Resource materials & publication	354,029	400,200
Training & development	2,956,490	1,959,781
Legal fees	7,000	46,500
*Maintenance & renovation	125,316	71,255
	<u>15,904,831</u>	<u>15,492,541</u>
02. GRANTS to NGOs/CBOs		
Grants were given to the following:		
Evershine welfare Organisation	50,000	100,000
Social League Safiabad	46,400	114,428
Tanzeem ittehead-e-Nawajnan	165,283	299,200
Social Welfare Society Ganjanwala	215,000	210,000
Dehi Smaji Traqiati Council Kotla	120,000	299,000
Anjuman Samaji Behbood	----	200,000
Gul Welare Organisation	104,000	165,000
Supper Star Welfare Association	----	203,000
Tanzeem Behbood Awan Majlass-e-swat	----	6,806
Karachi Welfare Society, Tehsil Zhob	50,250	----
Welfare Association of New Generation	191,875	----
Anjuman Ittehad Nawjawanana Kaba Gawal	402,116	
Anjuman ittehad Nawjawanana Sorh		
Mehlerzai Muslim Baqh	388,011	----
Bela Youth Social Forum Lassbela	150,000	----
T.B. Association	70,000	----

	1997 (RUPEES)	1996 (RUPEES)
Anjuman -e-Rifah-Eamma	71,925	----
Tanzeem-Fala-o-Behbood	8,000	----
Pakistan Foundation Fighting Blindness	44,000	----
Welfare Society Moinudin Pur Gujrat	60,025	----
Anjman-e-Nawjawan-e-Fala -o-Behbood	374,000	----
Community Development Concern	232,200	----
Al-Khidmat Society	131,400	----
Hussani Welfare Association	100,000	----
Al-Habib Social Welfare Association	452,100	----
	<u>3,426,585</u>	<u>1,597,434</u>

03 Disbursements from funds managed on behalf of other organisations

British Council	----	242,107
Village Education Process	----	
British High Commission	----	605,590
Marie Stopes Society Project	----	
UNICEF - Female Literacy		1,629,950
Situation Analysis	71,234	
Japanese High Commission	----	2,066,135
Female Community Education		
Salinity Control and		499,250
Reclamation Project	309,865	16,500
KIDP	----	
SNPO - Training	250,030	----
British Gas School Sudhar Program	139,737	----
Asia Foundation		
Gender and Development Female		
Group Foundation and		
Integrated Basic Education Program	2,254,955	----
	<u>3,025,821</u>	<u>5,059,532</u>

04 ADMINISTRATIVE EXPENSES

	1997 (RUPEES)	1996 (RUPEES)
Staff costs	4,066,490	4,256,125
Travelling & conveyance	39,764	64,507
Telephone and postage	1,466,744	1,344,504
Vehicle running and maintenance	701,806	511,256
Office rent	1,158,424	1,140,720
Utilities	732,334	404,049
Maintenance and renovation	254,333	444,862
Office supplies	520,394	449,531
Legal and professional charges	174,142	118,931
Audit fee	65,000	65,000
Publication and promotion	11,150	23,930
Miscellaneous expenses	57,061	97,977
	<u>9,247,642</u>	<u>8,921,392</u>
Add: Depreciation	851,277	989,944
	<u>10,098,919</u>	<u>9,911,336</u>

5. Commitments and contingent liabilities

5.1 During the year 1996-97 the company's Board of Directors approved twenty projects amounting to Rs. 6.98 million of which the company's commitment is Rs. 5.51 million spread over two years. With the approval of these projects the company has committed a total of Rs. 32.54 million. Commitments outstanding as at 30 June 1997 amounted to Rs. 8.63 million.

5.2 United Bank Limited has issued a guarantee for Rs. 267,022 on behalf of the company. This guarantee is secured by lien over the company's bank accounts.

5.3 FIGURES

- have been rounded off to the nearest rupee.
- of the previous period have been rearranged, wherever necessary, for purpose of comparison.

ANNEX - A

LIST OF SPO GENERAL BODY AND BOARD OF DIRECTORS

- | | |
|--|--------------------------------------|
| 1. Dr. Tariq J. Banuri | 18. Mr. Reginald Dennis Williams |
| 2. Ms. Shahla Zia | 19. Dr. Wasim Azhar |
| 3. Ms. Tahira Abdullah | 20. Ms. Ferida Sher * |
| 4. Mr. Omar Asghar Khan * | 21. Mr. Vincent A. David |
| 5. Mr. Saifullah Khan Paracha | 22. Ms. Usha Barkat |
| 6. Dr. Qurat-ul-Ain Bakhtiari * | 23. Ms. Baela Jamil * |
| 7. Mir Haji Jalal Khan | 24. Ms. Neelam Hussain |
| 8. Ms. Aliya Rab | 25. Dr. Prof. Karamat Ali * |
| 9. Ms. Nilufer Abadan | 26. Mr. Mohammad Riaz Gondal |
| 10. Mr. Mohammad Amin * | 27. Ms. Rasheeda A. Husain |
| 11. Syed Abid Rizvi * | 28. Mr. Javed Jabbar ++ |
| 12. Ms. Zarnigar A. Tayyib | 29. Ms. Aban Marker Kabraji |
| 13. Ms. Farhat Khan + | 30. Ms. Sadiqa Salahuddin * |
| 14. Dr. Tasleem Akhtar * | 31. Ms. Anita Ghulam Ali |
| 15. Ms. Shaheen Sardar Ali | 32. Dr. Hafiz Pasha |
| 16. Mr. Mohammad Rafiq | 33. Mr. Iqbal Jafar |
| 17. Dr. Tufail Mohammad * | 34. Mr. Noor Ahmed Nizamani * |
-

++ Chairperson SPO BoD, + Vice Chairperson SPO BoD, * Member SPO BoD

ANNEX - B

RECOMMENDATIONS

B.1 Recommendations of National LID Conference, Islamabad November 10, 1996

Group # 1: Role of Participatory Development and Empowerment

- Clear perception of Participatory Development at both individual and organizational development.
- Practical application of participatory perception in the organization.
- To achieve community's confidence through transparency.
- Equal a participation of all sections of the community without exception of age, economic lead, gender in work.
- Continuity in information dissemination providing skills.
- Awareness of local government and non-government resources.
- Contacts with organizations already present in the community's reach and participation in their work.
- Overcome apprehensions of the community in establishing contacts with local govt & and non-govt organizations.
- Awareness of a procedures and a functions of government departments and continuous contact.

Group # 2: Micro Credit vs Poverty Alleviation

- We should provide micro-credit funding to communities in the fields in which they have been provided with training and education.
- The CBO which are running micro-credits should have the capacity to run these programs successfully. The programs should be transparent and the commonly should be taken into confidence.
- Monitoring and follow-up should be at specific intervals.
- The ability of the loan applicant and benefits from the business, should be taken into account while providing funding.
- Credit should be given to groups so that if one person is not able to continue then another can take over.
- Marketing and financial management training should be provided through good institutions and trainers.
- Proper terms and conditions should be agreed upon between the CBO and loan recipient.
- There should be a strong network of the credit - program running CBOs.

Group # 3: Rural Perception of the Donor

- Donors programs should be according to the community's need instead of being target oriented. Donors should understand CBOs demand.
- Ensure Participation of the community in the project at all levels from its development to completion.
- Donors should provide technical assistance in the related field, along with funding the community.
- Donors should run programs for at least 2 years period.
- Donors should have experts in programs which they find.
- Donors should have direct contact with communities.
- Donors should have monitoring and follow up on time and should also involve the community in the process.
- Donors should have the same funding criteria.
- Instead of creating an imaginary model, the present model should be improved.
- Donors should rely on local resources and skills.
- While planning for all backward areas, their problems, resources and geographic conditions should be kept in view.
- All brochures, reports and facts and figures should be given in national and local languages.
- Inaugurations of all major programmes should be carried out local sites.

Group # 4: The Effort of Follow-up on Community Development

- The persons who follows-up should be part of the process from the beginning.
- The process of follow-up should be art of the project.
- The person who performs follow-up should be an expert in the field.
- The frequency of visits and time should be according to the projects nature.
- Flexibility and correction should be essential factors.

Group # 5: Non-formal Education as vehicle for Female Empowerment

- Women have gained more confidence after getting informal education. They have gained their identity and now these women are given more importance in daily lives especially children's education and marriages.
- Due to non-formal education females are better able to look after their children and give attention to health and education.
- After education of these females, the interest in education of other women and children has increased.
- After gaining education, the women are better able to understand political and social problems.

- Now these women do not require help in day to day affairs.
- When these women got married, they would not be asked for their opinion but now they will not let it happen in the case of their daughters.
- Due to education these women have mentally accepted the process of family planning.
- Before acquiring education, females went to village's Molvi Sahib for Taveez when their children got sick. But now they have developed awareness and go to doctor for treatment.

Group # 6: Sustainability of Neo-literate

- Establishment of organizations in the village.
- To invoke desire for education in people.
- Establish schools and administer them.
- Obtain reasonable fee from students.
- To bring changes in syllabus.
- Separate courses for adults.
- Such courses to be included through which women's day to day work and problems can particularly be debated.
- Teachers training: Training, follow-up and refresher courses.
- Certificates should be given to students who have attained informal education.
- Organization's should start programs e.g. credit and saving schemes.
- A library should be set up in the village under the administration of the organization.

Group # 7: CBOs as a Vehicle for Local Development

- CBOs are better means for local development.
- CBO representatives are from the community.
- CBOs better understand local problems and their solutions.
- Local Organizations take decision on participatory basis.
- Social organizations work on democratic basis.
- Understand the priority of problems.
- Establish contact and a working relationship with the government departments and donors.
- CBOs work in the community for women development and improve their status.
- They are working for removal of backward customs and practices.
- They can run credit schemes in other programs for alleviation of poverty.
- They are encouraging local handicrafts.
- They are working to improve health, cleanliness and education.



Group # 8: Role of Networks in Community Development

- To develop CBO's network.
- The process of learning from each other's experience.
- To conduct exchange visits.
- Solutions to collective problems can be sought through networking e.g. water logging and salinity, clean drinking water, etc.
- CBOs network can work as a pressure group e.g. i) gathering organizations on NGO bills. ii) Make donor's attitude and procedures more flexible.
- Provide marketing training for agricultural products and handicrafts.

Group # 9: NGO-CBO-Government Collaboration

- Contacts should be established with government institutions to improve the visibility of NGO's work at government and public level and take the first step in establishing this contact.
- NGOs should take along government departments in development and other projects.
- Contacts should be established with activists working in government institutions and they should be used to mobilize government departments to be involved in development activities.
- Media should be used to project development work so that doubts in the minds of people should be removed.
- Seminars should be conducted on different topics with the help of government representatives.
- Network of NGOs and CBOs should be established, which should regularly inform local government departments about their work.

Group # 10: Role of LRPs as a Catalyst

- Development institutions should take advantages from LRPs skills.
- LRPs should be involved in development planning.
- The experience of LRPs can be used to popularize the concept of participatory development and equitable distribution of benefits from participatory development and organizations of community.
- Institutionalize the communication networks of LRPs.
- LRPs should be provided with institutional and financial support.

B.2 Recommendations of LID Conference, Lahore May 12-13, 1997

1. CBOs/NGOs/Government Mutual Cooperation/Local Cooperation

- Non-Governmental Institutions and concerned governmental agencies should hold quarterly meetings to Identify problems.
- Local communities should be involved in project planning and their cultural, religious and social conditions should be kept in view.
- Communities should be involved in project-implementation.
- Process of resource-allocation for projects should be simplified and unnecessary paper-work should be avoided.
- Expenditure of taxes collected locally should be in consultation with the local community.

2. Ensuring enrollment of children in educational institutions

- Educational syllabi should be simplified and games should be made their integral part.
- Parent-teacher committees should be formed for the improvement of educational institutions.
- Appointment of teachers in educational institutions should be made locally and political influence in transfer of teachers should be resisted.
- Audio-video educational system should be introduced.
- Coordination among primary, middle and secondary schools should be brought under a "network" to ensure greater opportunities of education to children.
- Effective measures should be adopted to promote female education.
- Centres for Informal Education should be established through CBOs; Informal Education Centres for Ladies should also be established with the assistance of local communities.
- Illegal occupation of government institutions should be vacated and these should be utilized correctly.
- A programme for impressing the importance of female education should be initiated.
- Transportation facility should be provided to female teachers of schools in rural areas.

3. Making provision of basic health facilities effective

- An administrative committee, comprising medical officers, local NGOs and social workers, should be formed for the effective functioning of health centres by ensuring attendance of medical staff and provision of medicines.
- Staff of Rural health centres should not be transferred for three years.



- Local communities should be involved in selecting site for basic health centres.
- NGO projects pending with the Punjab Health Foundation should be finalized urgently.
- Medical/paramedical staff of rural health centres should be provided accommodation.
- Every population of 2,000 should have access to basic health facilities.
- Duties of Family Workers, Lady Health Visitors and Dais (midwives) should be coordinated in order to organize basic health facilities and these should be linked with the EPI system. All basic health projects should be linked with village-level community organizations so that the local population may participate in the promotion of basic health.
- Particulars of Homeopathic Doctors and Hakims practicing in villages should be collected and, after scrutiny, they should also be associated in the promotion of government-assisted community health projects.

4. Women's Development

- Spread education so that every girl-child may reach a school. CBOs can help towards achieving this goal. Home-Schools should be established in communities.
- Arrangements for training ladies in establishing home-based industries should be made.
- The Social Welfare Department should make special efforts to promote organization of women at village-levels. CBOs can help in this regard.
- Small loans should be provided to ladies for their employment.

5. Unemployment

- Locally available skills should be promoted for elimination of unemployment. Government should encourage skilled workers and should assist CBOs in training of the unemployed.
- Small loans should be made available to unemployed skilled persons.
- Small-scale, in particular agro-based, industries should be established in the villages.
- Loans should be made available for dairy farming, poultry, livestock farming and fish farming activities.

6. Drainage/Irrigation

- In these two important sectors participation of local population, from project formulation to administrative affairs, should be ensured. For this purpose local voluntary social institutions can prove helpful. These institutions should be actively associated in these process.

SPO's Future Plans and Strategy

SPO's strategies have been viewed and revised through a comprehensive process of consultation with all stake holders and these have been redefined as programme themes. The Table below shows some of the main themes which SPO will be persuing as it moves into next millennium.

- *Participatory Development Coalitions*
- *Women Emancipation Programme*
- *Credit Programme*
- *Scaling up Current Programme*
- *Expansion to New Regions*
- *Institutional Strengthening of SPO*
- *Sustainability of SPO as an Institution*

HOW TO GET IN TOUCH WITH SPO

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