

ANNUAL REPORT

1994 - 1995

STRENGTHENING PARTICIPATORY ORGANIZATION

(S P O)

Prepared by

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(1995)**

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EXECUTIVE SUMMARY

In 1994, SPO registered itself as an autonomous rural support NGO headed by an elected 12-member Board of Directors, a 34-member General Body and a Chief Executive who was nominated by the BOD for three years.

Unlike most welfare oriented NGOs in Pakistan, SPO works on a participatory basis with "clusters" of rural community based organizations (CBOs) by increasing their professional and technical skills to ensure maximum community involvement in development activities. A highlighted SPO feature is its gender development policy which discourages social taboos without adopting a militant stance. That is why, on several occasions, SPO has preferred to work with parallel male and female CBOs instead of forcing them to work together if they were reluctant to do so due to social norms.

In 1994, SPO helped form a countrywide NGO coalition to safeguard NGO interests in context of the NGO Bill. This coalition helped form 2 NGO federations in Sindh and NWFP.

SPO operates in 4 provincial Regional Centres, one sub-centre for female education in Makran, and a National Centre in Islamabad for planning and overall coordination. Regional Directors and two Programme Coordinators each oversee the work in the regions.

There are 4 clusters with 49 CBOs in NWFP, 4 clusters with 30 CBOs in Balochistan, 3 clusters with 24 CBOs in Punjab, and 4 clusters with 35 CBOs in Sindh, making a total of 15 countrywide clusters with 138 CBOs. About 50 CBOs are passing the selection process of SPO's partnership implementation strategy that involves a district search to select CBOs, assessment ROAs with identified and selected CBOs, organization of CBOs in clusters followed by PORs to implement tailor-made three year partnership plans. Networking among clusters and CBOs' linkages with other support agencies is encouraged by SPO. During the reporting period, in Sindh networking was conducted with 28 information sources, and the Takhtbhai cluster was linked with the Swiss NGO corporation.

SPO selectively funds projects and assist in setting them without directly owning them. It, however, assists CBOs in monitoring and evaluating the projects periodically. SPO is currently involved in more than 100 projects. In 1994-95, SPO funded 6 projects with Rs. 2,472,587 out of which, Rs. 566, 637 was for 2 projects in Sindh, Rs. 801,750 for two projects in Punjab, 456,978 for one project in NWFP, and Rs. 422,441 for one project in Balochistan. All projects approved during the reporting period were extended technical assistance in preparing feasibility study and project proposals as part of a continuous CBO support process.

So far, 200 individuals from 71 CBOs have completed SPO's phased DPM training programme for human resource development and CBO capacity building. 214 individuals from 75 CBOs are currently receiving training. In Balochistan, 35 people from 10 CBOs have completed DPM training, and 30 individuals from 10 CBOs are undergoing training. In NWFP, 31 people from 11 CBOs received training, while 100 people from 38 CBOs are being trained. In Punjab, 36 people from 15 CBOs got training and 30 people from 9 CBOs are being training. In Sindh, 98 people from 35 CBOs were trained, while 54 from 18 CBOs are being trained in DPM. In total, 414 individuals have taken, or are taking, DPM training making it SPO's remarkable contribution to Pakistani human resource development in one year. The ability of Takhtbhai, Mardan, cluster to replicate DPM training to 13 CBOs on their own is another proof of DPM's success in extending professional and technical training to CBOs. During the reporting period, SPO learnt that project funding has to be accompanied with DPM training to ensure correct and useful utilization of funds.

SPO also undertakes training of CBOs according to their needs. In 1994-95, five capacity building trainings were conducted in the four provinces along with a special "Malaria Control" training in Balochistan. As part of SPO's staff development policy, 2 workshops, 1 training course, and 1 orientation programme was held in-house for SPO staff. SPO arranged for its staff to attend 6 trainings, 6 workshops, 5 conferences, and 3 seminars external to SPO.

LIS, at the SPO National Centre, is a computerized system which gathers information from the regions, processes the information fed ready to be retrieved in a number of output formats designed to help monitor progress, compare and manage strategic decisions and CBO accomplishments. A majority of LIS formats were developed in 1994-95.

SPO's Public Information System, DRC, contains books, manuals and other reference material making information available to interested persons. DRC has four databases on CDS/ISIS in which several additions were made during the reporting period. This database contains information about more than 8,733 Pakistani NGOs in addition to information on 233 indigenous organizations in NWFP. 46 new entries were made in 1994-95. The Human Resource database has information on 104 resource persons out of which 8 entries were made in the reporting period. The Support Organizations database has information on about 50 support agencies. There are 721 resource materials on Education, Communication, Agriculture, Health, Women Children etc. in the Resource Material database. 246 new entries were made in the reporting period.

Among SPO's special programmes, VEP in Makran and IBEP in Nowshera are dedicated to promoting female education and increasing local acceptance of the concept of women development. In April 1995, 100 women in Makran completed their Basic Literacy course followed by the construction of a teachers training centre at Turbat with a Japanese Embassy grant. Basic Education Process with mobilization and support activities has been extended to 90 rural communities in Balochistan including Baleecha, Raeesabad, Mirabad, Asiabad and Nazarabad. IBEP programme started work in November 1994 after which 10 new Village Education Committees were soon formed to implement the basic literacy programme for females of the area.

During 1994-95, it was established that as a result of SPO's work, the living conditions and the outlook of the people concerning their responsibility in their own well-being has greatly improved. The women have been encouraged to come forward to participate in development for themselves and their future generations.

SPO's donor base includes CIDA, UNICEF, and the Japanese Embassy. Negotiations are underway with EU for funds to implement SPO's work in NWFP and Sindh. In a short, SPO's work has earned positive recognition and it has come to be regarded as a trusted name among donor agencies and Government of Pakistan circles.

ORIGINS OF THE STRENGTHENING PARTICIPATORY ORGANIZATION

"....a star is born!"

SPO originally existed as the Pakistan-Canada "Small Projects Office," an agency created to coordinate CIDA's Social Sector Fund (SSF) for non-governmental community based projects. Its work during the first three years was focused on being an intermediary funding organization for voluntary NGOs.

SPO realized that most community based organizations in Pakistan lacked the ability to systematically plan and effectively implement development initiatives. Thus in 1991, the SPO decided to limit itself to a supportive capacity building role in the rural areas.

At this time, CIDA and COWATER (the Canadian Executing Agency) presented a Long Term Design to the governments of Pakistan and Canada to change SPO from a bilateral funding agency to an independent non-government organization. This autonomous NGO was to be named **SPO (STRENGTHENING PARTICIPATORY ORGANIZATION)**. After the approval of the Long Term Design in early 1994, the SPO registered itself under the "1984 Companies Ordinance" as an indigenous support NGO. The founder members were selected by the Governments of Pakistan and Canada to become its legal owners. The twelve founder members became the first Board of Directors (BOD) and the principal governing body of SPO. This BOD invited 34 new members to become the General Body (GB). The first elections for a new BOD were held on December 17, 1994. Those elected in this election for a term of three years became the SPO's second BOD who nominated the Chief Executive and the Company Secretary.

Names of the SPO Chief Executive, Company Secretary, list of founder members/first BOD, members of the GB, and members of the second BOD are annexure ? .

SPO's organogram is annexure ?.

INTRODUCING THE NEW SPO

"....proud to be participatory!"

COMMON NGO SCENARIO

In most developed countries, the social delivery system is generally the responsibility of the government with the voluntary sectors working to fill the gaps. In Pakistan, the voluntary sectors have been unable to fill this gap because of their lack of professional and technical skills in the field of development which directly inhibits their ability to design projects and select technologies that can effectively harness local resources and ensure sustainable development. Inevitably, such NGOs totally dependant on grants, donations and guidance from their members or outside donors. Thus community development in Pakistan is commonly viewed as social service work and a large number of community based organizations are welfare oriented.

THE SPO DIFFERENCE

SPO strategy is strictly "PARTICIPATORY" in nature where the responsibility of delivering social services to the people is assigned to the Community Based Organizations (CBOs) so that they can organize and motivate the people to increase their level of involvement and representation in community development programmes.

SPO strategy stands apart from other Pakistani NGOs because it concentrates on developing capacity-building "PARTNERSHIP PLANS" with "clusters" or a group of CBOs. CBO capacity-building is carried out in a programme of consultation, training, project preparation, selective funding and project monitoring.

SPO aims to support the formation and sustainability of CBO clusters and their mutual cooperation. Linkages are encouraged among CBOs within the cluster, so that a local base of information and support services is established for each cluster.

The focus of SPO is not funding projects, rather SPO aims to enable local groups to make decisions related to funds themselves. For example, to decide how to acquire and use local and external resources in a way to ensure full participation and accountability in the use of development funds.

Unlike a number of development organizations restricted to the urban population, the SPO's programmes concentrate on the rural population.

Detailed work implementation cycle is covered in section "SPO Implementation Framework."

GENDER PROMOTION BY SPO

SPO, as part of its gender development policy, makes special effort to give equal opportunity to women in development processes. In SPO's own organizational set-up there is, generally speaking, an equal 50-50 ratio of male and female staff. For example, apart from the Village Education Process (VEP) in Balochistan which has a female Team leader, out of the four Regional Directors in the provinces, two are women.

Since the promotion of women in development is one of SPO's cross-cutting concerns, a majority of projects being funded by SPO aim to benefit and strengthen women in one way or another.

SPO programmes Village Education Process in Makran and the Integrated Basic Education Project in Nowshera District have been specifically developed to promote female education. It is important to highlight here that SPO is an organization that is committed to working in ways that do not clash with cultural and social norms. SPO wants the rural women to work with confidence for community development without feeling that they have to do something that is not in accordance with their "accepted" behaviour or their rights as members of the society. The idea is to bring out the maximum capabilities of both the male and female sections of the society so that the progressive aspect of religious beliefs is highlighted and old-traditional taboos are shunned in a subtle but effective manner.

ACHIEVEMENTS OF SPO NETWORKING

During the reporting period, SPO spearheaded the NGO coalition to increase awareness about the NGO Bill and chalk out ways to safeguard the interests of NGOs in Pakistan. During the campaign against the NGO Bill, the SPO office acted as the campaign secretariat which was responsible for gathering information about the NGO Bill and distributing it to NGOs everywhere. NGO representatives from all over the country came to the regular meetings held at the Islamabad office of SPO to discuss the NGO Bill. As a result of this combined effort, a sound rapport developed among the NGOs. The NGO coalition soon made its presence felt and successfully put forward many useful amendments to the draft of the NGO Bill.

One of the highlights of SPO's successful networking is the creation of two NGO federations...the NWFP NGO ITTEHAD and the SINDH NGO FEDERATION (SINGOF) that emerged as a direct result of SPO's mobilization process over the NGO Bill and the untiring efforts of SPO's regional staff to unite NGOs. For a long time, a strong need had been felt to form effective NGO fora to ensure protection of NGO rights. The NGO Bill campaign underlined this need even more causing the formation of the above mentioned NGO federations. Currently, the NWFP NGO Ittehad is chaired by the Regional Director SPO NWFP, and SPO Sindh is providing office and secretarial support to SINGOF.

COUNTRYWIDE PRESENCE

SPO maintains four Regional Centres and one sub centre. The Punjab Regional Centre is in Lahore, the NWFP Regional Centre is in Peshawar, the Sindh Regional Centre is in Hyderabad, and the Balochistan Regional Centre is in Quetta. An SPO sub-centre, dedicated to work on female education projects, is located in Mekran, Balochistan.

In each region, SPO's field programme is led by a Regional Director and two Programme Coordinators--one male and one female.

The SPO National Centre is located in Islamabad which mainly focuses on strategic planning, coordination, management and administrative functions. Here, efforts are underway to gradually decentralize SPO regional operations completely so that the National Centre could concentrate in its main tasks.

At present, SPO is working with over 138 CBOs and there are about 50 CBOs engaged in the selection process. SPO is also involved with rural CBOs and their projects outside of any formal cluster.

SPO's work is currently spread in the form of 15 clusters in the four provinces of Pakistan.

NWFP:

There are 4 clusters:

- Kohat Cluster with 5 CBOs
- Mardan Cluster with 6 CBOs
- Hazara Cluster with 14 CBOs
- Swabi Cluster with 24 CBOs

Balochistan:

There are 4 clusters:

- Lasbela Cluster with 9 CBOs
- Kalat Cluster with 6 CBOs
- Zhob Cluster with 8 CBOs
- Muslim Bagh Cluster with 7 CBOs

Punjab:

There are 3 clusters:

- Gujranwala Division Cluster with 7 CBOs
- D.G. Khan Division Cluster with 8 CBOs
- Wazirabad cluster with 9 CBOs

Sindh:

There are 4 clusters:

- Karachi East/Sanghar Cluster with 9 CBOs
- Larkana/Mehar Cluster with 8 CBOs
- Ghotki Cluster with 8 CBOs
- Shikarpur Cluster with 10 CBOs

Names of CBOs in the above clusters are given table no. ?

SPO IMPLEMENTATION FRAMEWORK

"....turning ideas into reality!"

Since the main thrust of SPO's mission is to build and strengthen rural community based organizations for participatory development, the CBO CAPACITY BUILDING CONTACT CYCLE holds an important place in SPO operations. A Contact Cycle normally lasts a period of about three years and includes:

1. DISTRICT SEARCH TO SELECT CBOS

This initial step begins with a survey of suitable districts in country. Areas where SPO already has contacts are given preferential consideration. Support and information from other CBOs is requested to study the accessibility and the law and order situation of a particular district. Efforts are also made to find out whether other support agencies are working there and whether there exists any secondary baseline data prepared by other agencies. The role and communication of the area with the District Social Welfare Office is another element that is taken into consideration while assessing whether SPO's selection criteria will be fulfilled, and whether there is a potential of positive replication of SPO endeavours.

2. IDENTIFICATION, ASSESSMENT & SELECTION OF CBOS

The Contact Cycle begins by identifying potential partner community based organizations which are situated reasonably close to each other. This step relies on extensive field work, personal scouting of tehsils, meeting with potential organizations, reviewing existing documentation of local groups, and assessing if the selected groups will be receptive to SPO training. Information from other Support Agencies and CBOs is sought and a list of organizations prepared. Invitations to SPO orientation meetings are sent to all organizations on the list. Attendance, interest, and response exhibited by the CBOs at the meetings, and the mutual information shared help in assessing how much interest the CBO has in SPO. There are direct one-to-one meetings between SPO and a CBO as well as group activity with several CBOs to develop a rapport.

At this stage, a RAPID ORGANIZATIONAL APPRAISAL (ROA) is undertaken with the CBOs which include making institutional mapping, preparation of socio-economic profile, organizational history of the people of the area, historical perspective of the CBO and comparison with other developmental ventures in the area. This step concludes with the mutual selection of about six to eight CBOs to participate in the Contact Cycle.

3. IMPLEMENTING PARTNERSHIPS

CBOs selected to participate in the Contact Cycle are organized into a cluster.

SPO Programme Coordinators and CBOs then create PARTNERSHIP PLANS adapted to the needs of each of the selected CBO through a process called the PARTICIPATORY ORGANIZATIONAL REVIEW (POR). The POR process includes checking on the desirable characteristics, the essential characteristics, and the killer characteristics in order to help the CBOs realize their current strengths and weaknesses, and also help them understand their optimum potential. The Partnership Plans set in motion a cycle of training in Development, Planning and Management (DPM), technical assistance, and feed-back, networking, occasional funding of selected CBO projects, accompanied by continuous monitoring and extensive follow-up activities. A CBO contact cycle may last a period of about three years. After that SPO begins to pull away to

a point the relationship with the CBO is limited to contact and networking. The CBOs, by this time, are supposed to have attained the ability to manage their work independently to carry out their networking, linkages and trainings and share expertise within their own cluster as well as with other clusters. The CBOs are also encouraged to develop linkages with other donors and supporting agencies.

Contact Cycle and Partnership Plan diagram as annexure ? .

SPO ROLE IN PROJECTS OF CBOS

Although the SPO does not directly own or manage CBO projects, it does play an important role in assisting the CBOs in planning, developing, implementing, monitoring and evaluating projects needed by the community.

SPO, however, occasionally does fund selected projects for the sake of assisting the CBOs in getting them started. For example, SPO can give seed money for a loan scheme that needs to be initiated by a CBO. SPO does not pay for recurring costs like the salaries of project staff, project vehicles costs etc. Once SPO has approved initial funding for a project, it ensures its own monitoring and evaluation of the project in addition to that done by the CBO.

What qualification does a CBO need to get a project approved?

The whole process of SPO's involvement in CBO projects starts when the CBO identifies the need for a particular project in its area to the SPO Regional Office. SPO assesses the CBO's ability to develop and maintain a project in the light of how much that particular CBO has benefitted from the training provided by SPO, how major development issues have been taken onboard by the CBO, and whether or not SPO's Partnership plan with the CBO has come to a point where the project is the only thing left to do.

How SPO helps in setting up the project:

SPO, after being convinced that the CBO can describe the needs of the community in facts and figures and can take itself in unity with the community and not in isolation, provides feedback on the preparation of the project proposal. The SPO Regional Office helps the CBO streamline the project and arranges to send it to the SPO National Centre for approval. The approval of the project by SPO takes about a month and a half. The project is then presented to the SPO Project Approval Committee (PAC) comprising of six members of the Board of Directors for final approval of funding and technical assistance.

Presently, SPO is involved in about a 100 projects working under CBOs. In the reporting period, the SPO funded 6 projects. 2 in Punjab, 2 in Sindh, 1 in NWFP, and 1 in Balochistan. Detail of projects funded in sections "Project Funding" and "SPO In The Regions."

4. BUILD SPO CAPACITY

Establish and Maintain membership base:

In line with its objectives in the reporting year, SPO has developed criteria for membership to its General Body (GB). This criteria has been approved and implemented by the Board of Directors (BOD) which has used it to increase the strength of the GB from 12 to 34.

To raise SPO's profile, a programme of quarterly newsletters was initiated with the first issue in May 1995 and shared with the GB and other interested parties.

The first Annual General Meeting was held in December 1994 in which a new BOD was elected for a period of three years (until 1997), who in turn elected the organization's Chief Executive and Company Secretary.

Establish and Maintain Regional Advisory Councils:

In coordination with the Regional Centres, draft Terms of Reference (TOR) for Regional Advisory Councils were prepared for BOD's approval. Support was given to the regions in how to initiate orientation meetings for BOD and GB members. All but one region was able to successfully hold these meetings.

Build NGO and Government Relations

SPO's coordination with other NGOs is partly highlighted in this report's section on SPO Networking. SPO has worked extensively to establish links with Government departments, particularly those concerned with planning & development, education, and social welfare. Special SPO briefing was arranged with the Chief Coordinator of the Social Action Programme (SAP) and Secretary LGRDD was arranged. SPO also has links with other Government departments such as the Narcotics Control Board and the National Commission for Literacy.

All this effort has helped in establishing SPO's acceptance in Government quarters. This SPO success was clearly evident when the SPO Chief Executive was nominated among four other names to represent Pakistani NGOs as part of a delegation headed by the President of Pakistan himself to the U.N. Summit for Social Development in Denmark.

Establish and Maintain Donor Base

SPO continued its dialogue with CIDA to look into endowment possibilities. It also remained in active dialogue with the European Union to pursue its promised financial support to run SPO's NWFP and Sindh operations. Successful negotiations were held with UNICEF for expansion of SPO's VEP programme in Balochistan and IBEP programme in NWFP.

During the reporting period, SPO sent out letters, queries and information to a number of foreign missions, and successfully bid for a contract in the World Bank's SCARP project for Sindh (explanation of SCARP in section on SPO activities in Sindh).

SPO also negotiated management of two mini projects by ODA which were for:

- financial support for the Mary Stoppes Society
- printing of ODA booklet "Partners in Development."

Staff Development

SPO continued to give emphasis to staff development during the reporting period. The SPO Training Policy was drafted, and the individual needs of the staff identified through assessment by questionnaires. Thus the staff were provided numerous opportunities to be sent for trainings directly by SPO or through nominations to courses arranged by other agencies (also see section "Star SPO Programmes").

5. MANAGE SPO

For an effective and smooth running of SPO, the BOD met 5 times during the year. The meetings were held in October 1994, November 1994, December 1994, April 1995, and June 1995.

The BOD is responsible for the policy and direction of SPO, but the initial management decisions are taken at the meeting of the Senior Management Committee (SMC) to be later approved by the BOD.

Programme Management Reviews are a semi-annual event where programmatic issues like Reviews, New Directions, etc. are discussed by the Programme staff. During the reporting period, one meeting was held in December 1994. The second meeting, scheduled for June 1995 was postponed to the early part of 1995-96.

During the reporting period, three policy documents were finalized. Policies developed and approved by the SMC include:

- i) Crèche facility at SPO
- ii) SPO policy on hiring of consultants
- iii) SPO financial policy and financial procedures.

In addition to this, existing policies are reviewed and updated according to operational needs of the organization.

Two major planning activities took place during the reporting period:

- i) Development of Regional and National Centres Strategic Plans.
- ii) Development of the Annual Plan for 1995/96

The Annual Plan for 1995/96 with its "Management for Results" approach will be used for the first time during the next year. This is a new approach to planning programme activities, which CIDA is helping to introduce in the development field. This approach focuses on the end result or impact rather than the completion of a task or activity that was the hallmark of the previous formats. SPO can feel proud to be at the leading edge of Managing for Results in Pakistan.

During the reporting period, two major organizational shifts took place at the National Centre. The first was due to the departure of the Programme Support Director in October 1994. The post and the unit were reorganized and now have two Programme Specialists:

- * Programme Specialist Technical Support
- * Programme Specialist LIS

The second shift was due to the departure of the Operations Director. This post is being left until COWATER Management Audit is completed and results shared with the Chief Executive and the BOD. The role of the Operations Director as Company Secretary was reassigned to the Deputy Chief Executive during the latest BOD meeting.

STAR SPO PROGRAMMES

"....developed to do us proud!"

1. DEVELOPMENT PLANNING MANAGEMENT (DPM) FOR CBO CAPACITY BUILDING

SPO has chalked out a special systematic programme of phased training called the DPM to improve the operational capacity of the CBOs by providing them training in procedures of participatory development on a scientific basis.

SPO firmly believes that the best way to improve the operational capacity of rural CBOs is through the DPM in which they are trained in procedures regarding participatory development, evaluation of the situation in their areas, identification of local resources, formulation of plans and feasibility of projects needed by their community.

The appropriateness of DPM training programme to the needs of the CBO has enabled SPO, through its programme staff, to make widespread contacts with rural CBOs interested in improving their organizational capability.

USUAL DPM PROCEDURE

The DPM programme consists of three phased workshops. Two or three members of each organization belonging to a cluster in a particular area are invited to attend the three workshops. The workshops normally take place 6 to 8 weeks apart so that the participants get a chance to digest, share and utilize the knowledge gained from the DPM workshops. These workshops are planned and adjusted according to the individual and collective needs of the CBOs.

USUAL DPM TOPICS

First Two-Day Workshop:

- meaning of Participatory Development, and community participation in development projects.
- role of rural organizations in development projects.
- determination of priorities and objectives
- identification of local resources

Second Three-Day Workshop:

- resource identification
- planning for achievement of objectives
- procedure for plan implementation

Third Two-Day Workshop:

- project formulation/presentation of formulated projects
- assessment and analysis of practical work
- future course of action

The DPM workshops are conducted by the Programme Coordinators with support from the Regional Directors.

2. TRAININGS

SPO identifies with a CBO what training is needed to equip the members of the community to carry out their developmental activities. DPM is the core training, but SPO also assists in providing CBOs training from outside sources. The training could be for leadership development, community motivation, project planning, and management/technical skills etc.

During the reporting period, 5 capacity building trainings were conducted for CBOs. One "Special Training" on malaria control was held in Balochistan. Details of trainings given as annexure ? .

DPM contribution to Pakistan's human resource development:

A notable contribution of SPO's DPM training programme to the human resource development of Pakistan is the total number of 414 members of about 146 CBOs who have, or are being, trained in DPM in the four provinces of the country.

3. STAFF DEVELOPMENT

Human Resource Development is an important SPO policy. For this purpose, SPO makes a special effort to train its own staff so that they are able to make a positive contribution to community development and also be an asset for SPO itself.

A major highlight of 1995 has been the development of SPO Training Policy.

Training Courses/Workshops/Seminars in house at SPO During 1994-95

During the reporting period, 2 workshops, 1 training, and 1 orientation programme was held for SPO staff in house at SPO.
(Details in annexure ?)

Training Courses/Workshops/Seminars/Conferences External to SPO During 1994-95

During the reporting period, SPO made arrangements for its staff to attend 6 trainings, 6 workshops, 5 conferences, and 3 seminars external to SPO.
(Details in annexure ?)

4. TECHNICAL ASSISTANCE

SPO helps the CBOs with technical assistance they need to plan and carry out their developmental activities. SPO may help CBOs prepare their feasibility study and project proposals. It may also help CBOs obtain technical information to train leaders and new members to maximize community participation in development work.

Technical Assistance is an on-going process for SPO. During the reporting period, the 6 projects which were approved for funding all received SPO's Technical Assistance and guidance.

--In Punjab, project proposals were developed for a "Green Land Credit Scheme" at Gunianwala, and a "Garments Sticking Unit" in Gujrat.

--In NWFP, one project proposal for the "Construction, Establishment, and Maintenance of Broiler Poultry Farm" along with feasibility report was prepared with a CBO of Takht Bhai.

--In Sindh, one project proposal was developed for the "Fishermen Credit & Literacy Programme," and another for "Wheat/Rice Husking and Grinding Equipment."

--In Balochistan, one project proposal was developed for "Delay Action Dam."

4. LEARNING INFORMATION SYSTEM (LIS)

LIS at the SPO National Centre is the computerized system of monitoring, information, processing/analyzing and information generation which can prove its worth in the capacity building exercise of CBOs and in the SPO's overall organizational development.

LIS, presently in the process of being further streamlined, is an internal on-going process with the capability of gathering information and assessing the impact of SPO's work with the CBOs and to enable the SPO to make informed strategic decisions in the light of the information gathered. For example, the ability of LIS to analyse against set indicators will help process information about a CBO as regards to its leadership, resources, participation of women, results of training etc. In another instance, in the Village Education Process, LIS will enable the SPO to monitor the performance of the teachers, the number of student drop-outs, level of interest of others etc. In other words, LIS will help SPO capture, monitor and evaluate the exact effect of its programmes in the community.

A majority of LIS formats have already been developed and some are in the process of being developed. LIS, in its full operational form, shall be capable of handling the following tasks:

Information Gathering:

The raw data sent in from the field offices to the SPO Regional and National Centres would be entered into the computer in the relevant fields.

Information Processing:

After the first set of data forming the baseline about a particular CBO or regional initiative is put in the system, subsequent entries will chart a comparison between needs, expectations, and actual accomplishments of the CBO.

Information Analysis and Output Generation:

Retrieval of the stored information will be possible in a number of output formats designed to help monitor progress and manage strategic decisions.

LIS process is described in a simple diagram no. ? .

5. DEVELOPMENT RESOURCE CENTRE (DRC)

The DRC is the public information system at the SPO which aims to share information with partner development agencies, support organizations and CBOs. The DRC contains books, manuals, and other resources in a number of sectors. These books, training material and other resources are available as reference material to organizations and individuals working/interested in development. Information from the DRC is also frequently despatched to the Regions on their demand.

The DRC maintains four computerized databases established on CDS/ISIS. During the reporting period new entries were made in all four databases, and bi-monthly new Arrival Lists and DRC Press Reviews are in the process of being produced. In addition, newsletters, booklets, calenders, greeting cards are also produced for use by SPO and other agencies.

Information about DRC databases:

NGO Database:

This is the largest database of its kind in the country. It contains information about the programme and structure of more than 8,733 voluntary organizations in Pakistan.

During the reporting period, the Organizational Profile Sheet was revised and copies sent to the Regional Centres. These profile sheets were filled in by CBOs with help from SPO Programme Coordinators with the help of CBOs. The completed sheet sent back to the National Centre. The details of the profile sheet were entered into the database. This information mainly covered the following details:

- Name
- Address
- District
- Province
- Where Registered?
- Registration Number
- Name of Foreign Agency (if affiliated with)
- Organizational Details
- Financial Details.
- The Objectives of the NGO
- Target Group
- What Efforts Have Been Made to Achieve Objectives?
- NGO's Specialty (education, family planning, women development etc.)

All this information was received and fed in the database. 46 new entries were made from June 1994 to June 1995.

A survey of local NGOs of NWFP was conducted by the Inter-agency Group, Peshawar, the outcome of which were a database and a directory containing information about 233 indigenous organizations in the NWFP. This database was acquired by the DRC and is available for reference to the interested individuals.

Human Resource Database:

This database contains information about experts and consultants working in the social sector. During the reporting period, 8 entries were made and efforts were accelerated to acquire more information to expand this database, which now has information on 104 persons.

Support Organization Database:

This database provides critical data, sector, programme priorities, policies and key personnel of the major support agencies and donors. During the reporting period, the Support Agencies Survey was conducted through a mailed questionnaire. 250 forms were sent and 42 completed forms were received. At present, there is information on approximately 50 Support Organizations.

Resource Material Database:

This database is basically a catalogue of books, manuals, video films, reports etc. In order to enhance the outreach, the SPO is establishing Development Resource Centres at SPO Regional Centres also.

SPO now has 721 resource materials on its DRC in the following sectors: Education, Communication, Income Generation, Training, Agriculture, Health, Human Rights, Women and Children, NGO Management, Water and Sanitation, Environment, Appropriate Technology, and Project Development.

During the reporting period, 246 new entries were made in this database.

6. PROJECT FUNDING

SPO aims to enable CBOs to work out ways to generate funds from internal and external sources. However, the SPO itself, at certain times and with particular limitations, may be a source of funds for a project being developed by a CBO. SPO can get involved in project funding when....

- there has been community participation in identifying the need and planning of the project.
- there is a significant contribution from the community/CBO.
- the community /CBO can sustain the activity or its results after the SPO's initial contribution. The SPO avoids funding for recurring components of the project like the salaries of the staff, and rent of the premises etc.
- the development and implementation of the project represents a significant enhancement of the responsible CBO's capacity as a development agent.

In the reporting period, Quarters I, II, IV, 1994/95, the SPO allocated Rs. 2,247,806 with risk allowance of Rs. 224,781 making the total of Rs. 2,472,587 for projects in the four provinces.

In this amount, allocations province-wise were:
Rs. 566,637 was allocated for two projects in Sindh,
Rs. 801,750 for two projects in Punjab,
Rs. 456,978 for one project in NWFP, and
Rs. 422,441 for one project in Balochistan.

Details of funds allocated shown in table ? .

Project summaries and funds requested per project in section "SPO In The Regions."

8. SPO'S SPECIAL PROGRAMMES

i) VILLAGE EDUCATION PROCESS (VEP)

As part of SPO policy on gender and human resource development, a special education programme has been developed in Mekran, Balochistan by the name of VEP the purpose of which is to focus on basic female education.

Balochistan is a particularly backward area as far social development is concerned. SPO VEP programme has made a positive impact in helping to mobilizing the people towards efforts to increase female education.

SPO VEP Programme Coordinators focus on coordinating with local village education committees called Anjuman-e-Zanana Taleem (AZT) to work towards female education. The purpose of these AZTs is to assess the difficulties expected in introducing the concept of female education in a particular area, study various approaches to introducing female education that have succeeded elsewhere, to identify and provide necessary technical and financial resources needed, plan/manage a community education programme and draw on resources available locally and from outside sources.

(more detail on VEP under section "SPO in Balochistan."

ii) INTEGRATED BASIC EDUCATION PROCESS (IBEP)

The IBEP programme of SPO in Nowshera district of NWFP is being funded by the UNICEF to promote non-formal female education in rural areas.

The IBEP programme aims to increase village awareness about the ardent need to promote female education for sustainable education.

For this purpose, the IBEP staff aim to mobilize the local community for active involvement in promoting basic female education and form village education committees so that they can be trained and structured into Village Education Committees (VECs) at a village level.

Another aim of IBEP is to develop a monitoring system through the village education committees that has its basis in the community itself, i.e., self-monitoring process from within the village communities.

IBEP programme is also working to identify non-functional schools in the area and assist in helping them become functional again.

SPO IN THE REGIONS

"....spread the light far & wide!"

The text below attempts to highlight in point form the major achievements of SPO in the regions and their impact in relation to the three milestones i.e. Empowerment, Equity/Gender Development, and Poverty Alleviation.

SPO BALOCHISTAN

There are 4 clusters in the region under which 36 CBOs have partnership with SPO.

The names of CBOs and their clusters are shown in annexure ? .

Summary of Achievements During Reporting Period:

DPM completed with:

4 CBOs in Lasbela cluster--- 17 people trained
1 CBO in Kalat cluster --- 3 people trained
4 CBOs in Zhob cluster --- 12 people trained
1 CBO in Muslim Bagh --- 3 people trained
Total= 35 people in 10 CBOs have completed the DPM training

DPM in process:

4 CBOs in Lasbela cluster
1 CBO in Kalat cluster
4 CBOs in Zhob cluster
1 CBO in Muslim Bagh
Total= 30 people representing 10 CBOs are currently receiving DPM training.

Brief detail of projects funded:

Project # 400 : Delay Action Dam
Location : Killi Werya, Pishin
Funds figure : Rs. 422,441 (Quarter IV)

--The project is aimed at improving the economical and social condition of the people of Killi Werya Rodh Malazai and surrounding killies (villages). The purpose of the project is to construct a Delay Action Dam with a view to solving the irrigation and drinking water problem of the area.

CBO Capacity Building:

- 100 women completed basic education course in VEP (April 1995)
- Basic Education Process started in Baleecha cluster through AZT of Baleecha, Raeesabad, Mirabad, Asiabad, and Nazarabad.
- 5 teacher training centres established, workshop on teacher training held in December 1994.
- Cluster formation of Muslim Bagh and Lasbela
- 9 new CBOs identified and ROA carried out with 4 CBOs while POR with two CBOs.
- Workshop on environmental protection conducted in collaboration with the WWF at Loralai.
- Members of Kalat project 328 provided training in computer literacy. 30 CBO members took part.
- Training in Saving and Credit Management for 4 CBOs at Lasbela.
- Project 400 Delay Action Dam was approved by PAC. Further work on three project proposals initiated with SPO partner organizations.
- Impact study of project # 125 undertaken.

SPO activities in the Balochistan/Makran region during the reporting period ensured that visible progress was made in the area women empowerment. The success of 100 females is completing

their basic literacy courses will not only help improve the lives of those women themselves, but will also prove to be a leading light for many more to follow, as is obvious in the formation of VEP centres in more areas of Makran. The acceptance of the idea of female education appears to have taken root in the area and is facing less opposition from the community.

SPO's continued efforts to strengthen the capacity of CBOs has helped to ensure their self-governance. The exposure of almost 65 people from about 20 CBOs to DPM training will make it possible for projects developed and managed under their supervision to ensure maximum community and human resource development. The approval of the Delay Action Dam will have a positive impact on the economic and social uplift of the people in and around Killi Werya, Pishin.

SPO SUCCESS STORY IN BALOCHISTAN

"VILLAGE EDUCATION PROCESS (VEP)"

It was a day of pride for SPO when 100 young girls from Makran successfully completed their training in Basic Literacy as a result of SPO's Village Education Process (VEP). The VEP programme was first started in Mekran in 1993 through the formation of Anjuman-e-Zanana Taleem (AZT) which act as the primary implementing agencies. Through the VEP programme, the SPO continues to motivate communities towards female education, and enable rural girls and women assume an active role in personal, family, and community development through increased awareness about health, nutrition, family planning, environmental concerns, legal rights and income generating skills.

VEP is gradually expanding to provide mobilization and support services to 90 rural communities in the three districts of Makran to enable them to plan and manage rural female education in a better way. The biggest hurdle of not getting trained teachers for the job has also been handled by the SPO by using the Japanese grant to construct a female teacher training centre at Turbat. The centre is expected to be completed within the next fiscal year.

VEP is an extension of the SPO programme in Balochistan. The SPO Quetta centre provides all necessary support to the several AZTs operating in the project. This support covers assistance with programme promotion, community motivation, supervision, quality control and supply of educational materials and provision of necessary training to AZTs, members and school teachers.

SPO remains confident that the VEP programme will build on its initial success and continue to bring a very positive change in the lives of women in Makran.

SPO NWFP

There are 4 clusters in the region under which 49 CBOs have partnerships with SPO. The names of CBOs and their clusters are shown in annexure ? .

Summary of Achievements During Reporting Period:

DPM completed with:

5 CBOs in Kohat cluster --- 13 people trained
6 CBOs in Mardan cluster --- 18 people trained
Total= 31 people in 11 CBOs received training

DPM in process:

14 CBOs in Hazara cluster
24 CBOs in Swabi cluster

Total = Over hundred people representing 38 CBOs are currently receiving DPM training

Brief detail of projects funded:

Project # 402 titled: Construction, Establishment and Maintenance of Broiler Poultry Farm.

Location : Village Safiabad, Takht Bhai, Mardan

Funds figure : Rs. 456,978 (Quarter II)

--The project aims to provide financial resources base to the CBO so that it can take up further developmental activities in the community. This will be done by setting up a broiler poultry farm for income generation.

CBO Capacity Building:

--Two clusters at Mardan and Kohat are established.

--POR completed with 6 organizations of Takht Bhai cluster.

--One project proposal with feasibility report prepared with a CBO of Takht Bhai cluster.

--Formal SPO-IBEP work started (November 1994).

--In the same month UNICEF arranged a five-day Teacher Training workshop for Non-formal Education (NFE) centres in Nowshera. SPO- IBEP staff also attended workshop to assess the impact of the UNICEF workshop for NFE centres.

--First orientation workshop for IBEP field staff (November 1994), held to increase coordination with the UNICEF and to enable field staff to understand the basic concept of community development, community mobilization and participation.

--SPO-IBEP Participatory Rural Appraisal Training (December 1994), (PRA) at village Shangi, Nizampur for field staff community workers. The objective of the workshop was to increase awareness of the field staff on issues like how to inculcate village participation from the beginning, to identify community resources, and create self-help initiatives in the community.

--Later in 1994, 10 new village education committees formed.

--Arranged and conducted one-day training on health for women from Mulal Pandi village, Balakot.

--13 CBOs participated in orientation meeting for a new cluster.

--Implementation of PPS with new CBOs of Takht Bhai.

--Takht Bhai cluster was linked with Swiss NGO Corporation.

The formation of two clusters at Mardan and Kohat with 11 CBOs is a strong indication that the SPO work is successfully expanding to increase community involvement in development work and improvement of the living conditions of the people of this area. The best example, however, of community empowerment is Takht Bhai where independent effort has been made to replicate SPO's DPM training to increase the capacity of 13 additional CBOs. Takht Bhai--visibly ready to detach itself from SPO--is currently the best example to highlight SPO's success in strengthening self-governance in local organizations.

SPO's IBEP programme in NWFP strongly appears to have the potential--like the VEP in Balochistan--to become another one of SPO's commendable achievements in the field of women development. Working in close cooperation with UNICEF and the local representatives of the NWFP Government's education department, the IBEP has resolved to not only provide basic literacy to females in the area, but also to fully involve the local community in the whole process so that there is an overall attitude change on the issue of female education and women development. The SPO-IBEP staff training on Participatory Rural Appraisal in December '94 has enabled the field staff to inculcate community participation on the sensitive issue of rural female education. Similarly, the one-day training for the women of Balakot on health proved to be a small but effective step to introduce the idea of health and hygiene to the women of the area.

SPO SUCCESS STORY IN NWFP

"TAKHT BHAI MARDAN CLUSTER"

SPO can well be proud of its successful support to CBOs of Takht Bhai cluster. This cluster is a good example of where the CBOs have taken charge of their destiny and significantly improved their economic and social conditions.

Apart from the fact that the CBO of Takht Bhai have themselves managed to get the maximum benefit from the DPM trainings and SPO's technical inputs, the real achievement of this cluster is that it has been able to adopt a catalyst role for other organizations in the area. It has been able to strengthen the capacity of 13 more organizations by replicating the DPM training.

As a result of its role in sharing the usefulness of SPO's DPM training programme, the Takht Bhai cluster now shows clear signs of being able to successfully detach itself from SPO. It has gradually been able to decrease its dependancy on SPO, and once project proposal writing skills have been effectively transferred, SPO can then look towards a more networking role. Takht Bhai is already developing its liaison with CBOs and NGOs in the Mardan district to eventually be able to initiate the SPO capacity building process in the whole Mardan Division. Takht Bhai is also playing an active role in collation of NWFP CBOs/NGOs so that they can be assisted in same manner.

SPO PUNJAB

There are 3 clusters in the region under which 24 CBOs have partnership with SPO. CBOs in another cluster are being identified. The names of CBOs and their clusters are shown in annexure ?

Summary of Achievements During Reporting Period:

DPM completed with:

9 CBOs in Gujranwala cluster--- 19 people trained

8 CBOs in D.G. Khan cluster--- 17 people trained

Total= 36 people in 15 CBOs

DPM in process:

7 CBOs in Wazirabad cluster

Total= 30 people representing 9 CBOs are presently undergoing DPM training.

Brief detail of projects funded:

Project # 366 : Garments stitching Unit
Location : Moinuddinpur, Gujrat
Funds figure : Rs. 376,750 (Quarter I)

--Organization will set up a Garment's Stitching Unit and provide employment opportunities to 18 women and 3 men. This project will enable the CBO to generate income on a regular basis which will be spent on other development activities.

Project # 399 : Credit/Saving Scheme for Low Income Families.
Location : Village Guniawala, Wazirabad
Funds figure : Rs. 425,000 (Quarter IV)

--The project aims to raise the socio-economic status of families in Gunianwala village by providing them credit and saving scheme. This scheme will be for small farmers and women from low income families.

CBO capacity building:

--Project 399 of Gunianwala approved, 8 projects monitored one project completed.
--identification process completed to include more CBOs from Sargodha, Sahiwal and Pak Pattan.
--Identification of CBO for new cluster in Wazirabad completed
--Seminar arranged on "Poverty is not our Fate."
--One-day workshop facilitated by Programme Coordinator for Caritas.
--Orientation into ROA, POR and DPM given to new staff of SPO programme staff from Balochistan and NWFP.

In Punjab, the direct impact of SPO efforts is visible in all three areas of Empowerment, Equity/Gender Development and Poverty Alleviation. The two projects approved during the reporting period aim to improve the standard of living of the people in those areas through income generating schemes. Whether it is a garment stitching unit in Gujrat, or a Credit/saving scheme in Gunianwala, the aim is poverty alleviation and improvement of life conditions for the low-income and disadvantaged class.

During the last year, the 18 planned job opportunities for women in the project in Gujrat, and the income-generating capacity of the project in Gunianwala will enable the women of the area achieve economic stability. The formation of separate women's CBOs in Gunianwala is a proof of the success of SPO efforts.

SPO's aim to inject the spirit of self-governance and empowerment in local organizations was achieved when the people of Gunianwala refused to bow down before the unreasonable demands of the rich landlords of the area.

SPO SUCCESS STORY IN PUNJAB

"GUNIANWALA VILLAGE"

The Gunianwala project working under the CBO, Social Welfare Society of Gunianwala, in Gujranwala district is another SPO success story which strengthens the belief that any community that is shown the right direction and given the essential training to tread in that direction can overcome all its development hurdles.

The Gunianwala project was developed to raise the socio-economic status of low-income families of Gunianwala under the slogan "Poverty Is Not Our Fate." Before the project was developed, an SPO survey had shown that one of the reasons for so much poverty in the area was that there was so much underemployment and unemployment which was causing a majority of families to barely survive in their low incomes.

The Gunianwala project was developed to give credit to the farmers of the area to buy good quality seed, pesticides, and diesel for tubewells. The project also aims to provide loans to female members of the low income families, or those that belonged to the unskilled labour and daily wages class. The loan is given so that the women could rear chicken or buffalo, or to start a knitting or embroidery business. These women have been given training in livestock and poultry rearing. The project also aims to give loans to only those belonging to the Gunianwala village so that they can use it for income- generating projects.

Before the project was introduced, the responsible CBO was working in a fruitless manner in Gunianwala. After the project, there emerged a sense of determination among the people of Gunianwala to work towards their own development despite hurdles like the previously present fear of rich landlords.

After the responsible CBO received DPM training, it decided to hold elections for its membership in a democratic manner. Each and every family in the community was encouraged to participate in the process. Encouragement of community participation gave birth to a sense of belonging and integrity to the people of the village. The people were encouraged to take the responsibility of resolving their problems themselves. During the previous general elections in the country, the sense of pride and awareness that the project brought to this village inculcated in the people the courage to refuse to sell their votes to the rich landlord in favor of a dummy leader. The people of Gunianwala village made sure that the dummy leader lost the elections! Thus, the Gunianwala project can rightly be called the first step towards a true democratic Pakistani society.

SPO SINDH

There are 5 clusters in the region under which 51 CBOs have partnership with SPO. The names of CBOs and their clusters are shown in annexure ? .

Summary of Achievements During Reporting Period:

DPM completed in:

9 CBOs in Karachi East/
Sanghar cluster --- 24 people trained
8 CBOs in Larkana Mehar --- 19 people trained
8 CBOs in Ghotki cluster --- 24 people trained
10 CBOs in Shikarpur cluster--- 31 people trained
Total= 98 people in 35 CBOs were trained

DPM in process:

8 CBOs in Ghotki cluster
10 CBOs in Shikarpur cluster
Total = 54 people representing 18 CBOs are in the final stages of their DPM training.

Brief detail of projects funded:

Project # 397 : Wheat/Rice Husking & Grinding Equipment
Location : Village Sajan Sangi, Larkana
Funds figure : Rs. 216,637 (Quarter I)

--Through the purchase of husking and grinding machinery, the project aims to meet two basic needs; one to provide husking and milling facilities to at least 5 villages and secondly, to enhance the financial viability of the CBO through regular income.

Project # 401 : Fishermen Credit & Literacy Project
Location : Village Ibrahim Hydri, Korangi, Karachi
Funds figure : Rs. 350,000 (Quarter II)

--The project's goal is to reduce poverty and illiteracy. This will be done by setting up a credit and savings programme for fishermen and by providing a facility for non-formal education for working children. The project's indirect benefits will improve the status of women and the environment as the savings from the credit schemes will be invested in ventures that help meet the needs as identified by the female members of the community.

SCARP PROJECT: In this project, the World Bank has extended funds to the Government of Sindh for the installation and maintenance of 15 tubewells in the rural areas of Sindh. SPO has been given the contract to encourage the involvement of the community in this project by forming and training Farmers' Associations that will be responsible for the installation and maintenance of the tube wells.

CBO Capacity Building:

--So far, 800 CBOs have been contacted through technical assistance needed to plan and carry out development activities.

--Arranged and conducted 4-day training workshop for SCARP project staff at SPO Sindh office, 40 participants attended this training.

--Identified CBOs in Sakrand District, Nawabshah (command area of SPO/SCARP project).

--Project "Wheat/Rice Grinding Equipment" of Sajan Sangi Welfare Organization, Larkana was approved by the Projects Approval Committee (PAC) (July 1994).

- Provided Training/Technical Assistance (T/TA) for project preparation to 3 CBOs
- Training on project identification to 6 CBOs.
- Training on Social Change in Women Community at Larkana for 4 women groups.
- Networking with 28 information sources.
- Three-day training through which 20 CBOs including 9 female CBOs benefitted.
- Three-day training on Community Participation Methodology with CBOs in collaboration with Aurat Foundation.
- Two one-day trainings on Financial Management for CBOs. 26 CBOs of Hyderabad and Badin district participated in first training and 15 CBOs of district Dadu participated in the second one.
- One-day future strategy workshop with Larkana cluster.

SPO activities in Sindh during the reporting period helped in fulfilling the goals of poverty alleviation, empowerment of the disadvantaged class, and equity in the community. SPO's contact cycle and technical assistance so far for 800 CBOs in Sindh has opened the doors of development and economic stability in the concerned areas. SPO's Training and Technical Assistance for project preparation to 3 CBOs and the 3-day workshop through which 20 CBOs--including 9 women's CBOs--benefitted, also helped to introduce the concerned people to ways in which to achieve this goal.

The two projects approved during the reporting period directly aim at reducing poverty and improving the standard of living in Larkana and Ibrahim Hyderi village in Korangi Karachi. The indirect benefits of the projects will involve the improvement of the status of women. The response of women in Ibrahim Hyderi is expected to be particularly encouraging because a number of women of this village are already involved in small businesses, like maintaining shops etc. to meet the financial requirements of their families.

The literary programme linked with the project in Ibrahim Hyderi will mean education and a better future for the children of the village.

SPO's role in SCARP project at Nawabshah aims to promote the participation and responsibility of the community in development work. The 4-day workshop for SCARP staff for 40 participants succeeded in providing the initial know-how.

SPO SUCCESS STORY IN SINDH

"IBRAHIM HYDERI"

SPO, in collaboration with a CBO named Anjuman-i-Samaji Behbood, brought light and hope to the extremely poor village of Ibrahim Hyderi in Korangi Creek, Karachi, when it agreed to start an income-generating credit scheme for the people of this area. Although, Ibrahim Hyderi is one of the biggest fishing villages of the area, a majority of its people used to be illiterate and lived in desperate economic conditions. The biggest plight of the people in Ibrahim Hyderi was their extreme poverty which was the result of their entanglement in a vicious cycle of a loan system under the stronghold of rich businessmen. The needy people of this area took loans from businessmen and seths to purchase fishing equipment, repair their boats if they owned them or pay commission to boat owners if they worked on their boats etc. But due to the extremely high interest rate imposed by the businessmen, the poor people were soon gasping for breath when they found themselves unable to pay their debts back.

The Anjuman-i-Samaji Behbood (ASB) and SPO decided to help the poor people of this area with their own income-generating low interest scheme. The idea was to provide the small boat owners and fishermen loans of Rs 10,000 on 18% per annum interest rate. 16% of this was for the loan and 2% was to be kept aside to collect funds for education of the working children of this area. The repayment installment was less than half of that previously charged by the seths. It was decided that those who took the ASB-SPO loans would pay Rs. 100 extra to be kept in a savings account in the name of one female from the loanee's family so that the loan repayment could also serve as an income-generating scheme for the women of the area.

Apart from this, the ASB with SPO's assistance decided to set up a facility for giving non-formal education to the working children of the community. There is a three-year programme for children between the ages of 7 to 11, and a two-year programme for children between the ages of 11 to 15. 30 students have been enrolled in each class and the curriculum has been designed to meet the needs of the rural based children who will be given certificates after the completion of their courses.

As part of the SPO's concern for protecting the environment, the fishermen of Ibrahim Hydari were urged not to use "bhoja jal" which are used to catch prawns in a manner that robs the sea of the environment needed to allow a new generation of prawns to grow in place of the old one. As a result of the SPO staff's urging, the fishermen have now been convinced and are fast dropping the use of their "bhoja jals."

The ASB-SPO credit scheme has proved to be a major success in Ibrahim Hyderi because it has helped the people break their crushing dependency on loan-giving businessmen. Now, due to the low interest rate, the poor fishermen of this area do not feel the burden of the loan so much which has given them a chance to make positive changes in their lives. The "save money" condition of the ASB-SPO loan scheme, has helped the women of this area keep their own saving accounts. They no doubt, feel a new sense of security.

Similarly, the poor working children of Ibrahim Hyderi can now look forward to an education scheme that will give them a chance to join the mainstream education system once the economic conditions of their families improve.

LESSONS LEARNT DURING THE REPORTING PERIOD

1. There is a marked difference in planning and performance of CBOs that have received DPM training and those which have not. SPO has learnt that it is extremely essential to give CBOs DPM before any funding is made. The main reason for this is that without DPM, the untrained and unaware CBO has no idea of how to use the funds wisely consequently wasting the SPO assistance. A vivid example of such a situation is that of Killi Muklitian where the SPO helped to build a rural community health centre but without any formal training. The project very soon became the victim of neglect and mishandling. It was handed over to the Government which did not even bother to appoint a responsible doctor to the health centre. In a visit to the centre, it was discovered that the medicines were lying on the floor and the patients had no place to sit as they waited endlessly for an absent doctor. This point was thus reconfirmed that it is unwise for the SPO to extend funds to a project without ensuring that its adequately trained in how to handle the project.

2. It is absolutely essential that effort is made to ensure more and more participation of the community in every project because there is a chance that when money starts coming in, those

responsible for the project develop internal disputes causing the break down of the project. If there is active involvement of the community, the community itself can keep a strict watch over the project and its workers who will not get a chance to disassociate themselves from the community and its needs just because they have been entrusted with funds. The Sajan Sungi organization in Sindh is a clear example of such a development.

3. SPO is an active supporter of women development, but experience has shown that efforts to encourage male and female parallel participation in community development does not prove very successful. If made to work together, participation of male and female members of a CBO is not equal and females tend to shy away in the presence of males from their community. They perform more actively separately. A good example of this eventuality is Gunianwala where females were found to be hesitant in joint community meetings, but separately, their involvement was much more productive and they expressed themselves openly.

4. SPO's landmark for the previous year is its initiative in introducing income-generating credit schemes. A majority of these income-generating schemes are aimed to develop the economic status of women which SPO believes will have a positive impact on the society as a whole. Although the results of SPO's women empowerment campaign will be clearer by the coming year and will be included in the Lesson Learnt section of next year's report, SPO is confident that its income-generating focus will bear positive results.

FUTURE VISION

---As a result of change in CIDA's policy (CIDA remains SPO's main benefactor), the SPO future planning will be following the policy of "Managing for Results" where SPO will look beyond simple outputs and into results and impacts in relation to the original objectives in a larger and overall perspective.

---work with small organizations, concentrate on better quality work, continue update of DPM procedures and modules.

---continue its direct support to NGOs and work towards making and strengthening NGO coalition.

---increase collaboration with other support organizations.

---make use of Government facilities and resources e.g. vocational training, tap into SAP, link up with PED Balochistan.

---play an active role in pressing the Government to work with NGOs.

SPO SUPPORTERS

SPO, having evolved into one of the leading "support organizations" for NGOs in Pakistan, is primarily funded by the Canadian International Development Agency (CIDA). In addition to CIDA, other donors agencies have expressed confidence in SPO's work as a result of its marked achievements in rural development.

During the year 1994-95, UNICEF offered funds to meet the operating costs of SPO's IBEP programmes year by year. UNICEF has also given US \$66,908 for the expansion of the VEP programme.

Also during the year 1994-95, the Embassy of Japan gave SPO US \$97,381 as a one time grant for the construction of a Female Community Education Centre.

The European Union (EU) has agreed to meet the cost of SPO's programmes in Sindh and NWFP. SPO's agreement with the EU is complete in principle, but is waiting final approval from Islamabad and Brussels. The delay in the release of funds by the EU, however, has caused SPO to approach CIDA for flexibility in its funds for Sindh and NWFP (which were to have stopped by June 30, 1995) to enable these regions to continue their work until the EU money comes on line.

FINANCIAL REPORTS

Annexures

FOUNDER MEMBERS AND FIRST BOD OF SPO

Dr. Tariq J. Banuri	Mir Haji Jalal Khan
Ms Zarnigar A. Tayyib	Dr. Qurat-ul-Ain Bakhtiari Ms Shahla Zia
Mr. Javed Jabbar	
Dr. Wasim Azhar	Ms Rasheeda Husain
Ms Farhat Khan	Mr. Vincent A. David
Mr. Saifullah Khan Paracha	Ms Ferida Sher

MEMBERS OF THE GENERAL BODY

Dr. Wasim Azhar	Ms Tahira Abdullah
Ms Zarnigar A. Tayyib	Mr. Omar Asghar Khan
Ms Shahla Zia	Ms Aliya Rab
Dr. Tariq J. Banuri	Mr. Mohammad Amin
Ms Farhat Khan	Mr. Syed Abid Rizvi
Mr Saifullah Khan Paracha	Dr. Tasleem Akhtar
Mir Haji Jalal Khan	Ms Shaheen Sardar Ali
Dr. Qurat-ul-Ain Bakhtiari	Mr. Mohammad Rafiq
Mr. Javed Jabbar	Dr. Tufail Mohammad
Ms Rasheeda A. Husain	Mr. Reginald Dennis Williams
Mr. Vincent A. David	Ms Usha Barkat
Ms Ferida Sher	Ms Neelam Hussain
Dr. Karamat Ali	Mr. Mohammad Riaz Gondal
Ms Aban Marker Kabraji	Ms Sadiqa Salahuddin
Ms Anita Ghulam Ali	Ms Nilufer Abadan
Ms Beala Jamil	Dr. Hafiz Pasha
Mr. Iqbal Jaffar	Mr. Noor Ahmed Nizamani

MEMBERS OF THE SECOND BOD

Mr. Omar Asghar Khan	Dr. Qurat-ul-Ain Bakhtiari
Syed Abid Rizvi	Ms. Farhat Khan
Dr. Tasleem Akhtar	Dr. Tufail Mohammad
Ms. Ferida Sher	Ms. Baela Jamil
Dr. Prof. Karamat Ali	Mr. Javed Jabbar
Ms. Sadiqa Salahuddin	Mr. Noor Ahmed Nizamani

After elections on December 17, 1994, the following posts were nominated:

DR. SULEMAN SHAIKH---SPO CHIEF EXECUTIVE
MR. GHANI KHAN MARWAT---SPO COMPANY SECRETARY

Capacity Building Trainings For CBOS **During 1994-95**

--A training programme based on basic accounting was conducted by ILO with a Programme Coordinator from the SPO at Khairpur (Sindh). 42 members, including 14 females attended this training programme. This training programme immensely helped the participant CBOs and SPO in the concept of resource mobilizing.

--5 VEP educational centres started after the training workshop for teachers on Functional Literacy Module of ABES.

--In Punjab, training in Organizational Skills was given to a group of women from two CBOs:

- i) Community Development Concern, Dhallay Wali
 - ii) Social Welfare Society, Gunianwala
- (July 1994)

--In NWFP, Integrated Basic Education Project staff trained in teaching techniques in consultation with the UNICEF (October 1994)

--In Sindh, training to 6 CBOs in project identification.

Training on Social Change in Women Community at Larkana for 4 women groups.

Special Trainings

A training programme on malaria control was held in March 1995 in collaboration with Malaria Control Programme (MCP) in Balochistan.
52 persons attended the training.

Training Courses/Workshops/Seminars in house at SPO

During 1994-95

- One-day workshop of all Programme Staff was conducted on Conflict Resolution by Dr. Tariq Banuri, Chairperson BOD in June 1994.
- Orientation programme and SPO policies for new Regional Directors Ms Samina Islam and Mr. Zafar Zeeshan was given during August 1994.
- Training for Regional Office Administration and Regional Directors at Islamabad, September 1994, on Wide Area Networking (WAN), Financial and Office Management, and Report Writing Skills was held.
- Gender & Development workshop for SPO staff at Swat (May 1995).

Training Courses/Workshops/Seminars/Conferences External to SPO

During 1994-95

- IUCN training by Asian Institute of Technology at Islamabad was attended by Programme Support Director Ms Fahana Faruqi (July/August 1994)
- A Pakistan Institute of Management training on "Training for Executive Secretaries" was attended by Ms Zainab Awan of SPO Islamabad.
- A Pakistan Institute of Management training on "Managing Discipline, Conducting Enquiries and Control of Absentees" was attended by Mr M.Ghani Khan of SPO Islamabad.
- Ms Tasneem Akhtar of SPO NWFP attended the following trainings:
 - Leadership Development
 - Decision Making and Action Planning
 - Action Planning and Resource Mobilization
 - Evaluation and Planning
- Mr. Arshad Haroon of SPO NWFP attended the following trainings:
 - Team Empowerment and GOPP, conducted by Action Aid
 - Gender Sensitivity, by UNICEF at Peshawar
- Ms Kulsoom Shams of SPO Sindh attended visited BRAC, Grameen Bank at Bangladesh (April 1994) on her own expenses.
- Mr. Mustafa Baloch of SPO Sindh visited BRAC, Grameen Bank and BARRA in Bangladesh
- Mr. Gul Mastoi of SPO Sindh attended a workshop on Creative Thinking arranged by NGORC, Karachi
- Ms Ambreen Waheed attended a 4 week course at the Asian Institute of Management in Manila in January 1995.

--Dr. M. Suleman Shaikh, the Chief Executive of SPO attended the following workshops and seminars:

Participated and presented paper in 3rd Annual South Asian NGO Summit at Kathmandu, Nepal (February 1995)

Participated along with Ms Sadiqa Salahuddin BOD member as official delegates to the U.N. Summit on Social Development at Copenhagen (Denmark) in March 1995. The Pakistani entourage to the summit was led by the President of Pakistan Farooq Ahmed Khan Leghari.

SAARC workshop on involvement of communities in rural development at MTRI Karachi (June 1994)

IUCN 42 conference of Commission on National Parks and Protection Areas (September 1994)

International Literacy Day by NETCOM (Ministry of Education) at Islamabad (September 1994)

Delegate at National Conference of Writers and Intellectuals of Academy of Letters, Islamabad (October 1994)

--Mr. Mustafa Baloch of SPO Sindh participated in a three-day workshop on "The Role of Supporting Organizations in South Asia" at Kathmandu, Nepal.

Mr Baloch aslo attended a workshop on communication at Aurat Foundation.

--Ms Samina Islam of SPO Punjab attended the following workshops/seminars external to SPO:

A seminar arranged by the newspaper, The Nation, about NGOs problem and Government policy to support them.

A one-day orientation workshop on Gender Development, GAD

A seminar arranged by Net Pak on Religious Tolerance

A seminar on Role of NGOs in Social Development organized by Lahore Research Forum

NAMES OF CLUSTERS AND THEIR CBOS PROVINCEWISE