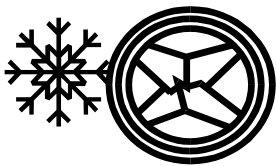
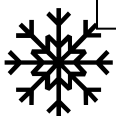




# ANNUAL REPORT

## 1995-96



**SPO**  
Strengthening  
Participatory  
Organization





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## ACRONYMS

ADHR	Association for Development of Human Resources
AIOU	Allama Iqbal Open University
AJ&K	Azad Jammu and Kashmir
APC	Associate Programme Coordinator
ASR	Allied Socio-economic Research
AZT	AnjumanZananaTaleem
BBC	British Broadcasting Corporation
BINGOF	Balochistan NGO Federation
BoD	Board of Directors
CA	Contribution Agreement
CAD	Canadian Dollar
CBO	Community Based Organization
CDD	Control of Diarrhoeal Diseases
CE	Chief Executive
CIDA	Canadian International Development Agency
CORIN	Coalition of Rawalpindi and Islamabad NGOs
CPPA	Committee on Parks and Protected Areas
CRS	Christian Relief Services
DCE	Deputy Chief Executive
DEO	District Education Officer
DPM	Development, Planning and Management
DQs	Desirable Qualities
DRC	Development Resource Centre
EAD	Economic Affairs Division
E-Mail	Electronic Mail
EOJ	Embassy of Japan
EQs	Essential Qualities
EU	European Union
GAD	Gender and Development
GB	General Body
HRMDC	Human Resource Management and Development Centre
IBEP	Integrated Basic Education Programme
IUCN	International Union for the Conservation of Nature and Natural Resources
KCs	Killer Characteristics
KZR	Kudis. Zeal. Renewal.
LGRDD	Local Government & Rural Development Department
LIS	Learning Information System

LRP	Local Resource Person
LUMS Lahore	University of Management Sciences
MSC	Meritorious Services Certificate
MSI	Meritorious Services Increments
NRSP	National Rural Support Programme
OA	Office Assistant
OPP	Orangi Pilot Project
PAC	Project Approval Committee
Pak-CDP	Pakistan Community Development Programme
PC	Programme Coordinator
PILOP	Payment in Lieu of Pension
PIM	Pakistan Institute of Management
PNF	Pakistan NGO Forum
POA	Programme & Office Administrator
POR	Participatory Organizational Review
PP	Partnership Plan
PR	Public Relations
PRM	Programme Review Committee
PS	Programme Specialist
RBM	Result Based Management
RD	Regional Director
RIF	Reduction in Force
RNE	Royal Netherlands Embassy
ROA	Rapid Organizational Appraisal
ROA	Regional Office Administrator
RPAC	Regional Project Approval Committee
SALSA	Social League, Safiabad
SINDNET	Support Institution for Development Network
SMC	Senior Management Committee
SPO	Strengthening Participatory Organization
SPONET	Strengthening Participatory Organization Network
SSF	Social Sector Fund
TAF	The Asia Foundation
TL	Team Leader
ToT	Training of Trainer
TS	Technical Support
TVO	Trust for Voluntary Organizations
UNICEF	United Nations Children's Fund
VAT	Voice Against Torture
VEP	Village Education Programme
WID	Women In Development
WWF	World Wide Fund for nature
YCHR	Youth Commission for Human Rights

## EXECUTIVE SUMMARY

This report covers the second year of SPO's existence as an independent Pakistani NGO. During the year, which started in July 1995 and ended in June 1996, SPO managed to consolidate its activities and started moving at full speed towards its mission.

SPO built partnership plans and supported the development of 165 CBOs all over Pakistani. SPO's Village Education Programme in Mekran built the capacities of 26 AnjumanZananaTaleem's in Turbat district and supported in establishing 32 Nokeen Subah literacy centres. In its Integrated Basic Education Programme in Nowshera, it helped the formation of 27 female and 24 male Village Education Committees. In a new direction, SPO added the female group formation programme to its core activity and in all 27 female groups were formed all over Pakistan. In the coming year this activity will be further expanded.

Going through the year's activity report and focussing on activities in sequence according to SPO's Capacity Building Contact Cycle, we come up with the following figures. 307 CBOs identified, 157 invited to SPO's Orientation meetings, training needs assessment carried out with 90 and 80 selected to form 10 new clusters. In the identification and orientation phase, SPO managed to surpass its planned target by a very wide margin.

In the year 90 CBOs were provided with DPM thereby adding another 100 volunteer social development workers to the list of DPM graduates. Apart from DPM, 34 trainings were carried out on different topics from which over one thousand individuals benefitted.

In the year technical assistance was provided to 99 CBOs. Number of project developed was 25. 23 CBOs were helped to acquired funds from external donors, for 5 projects and the rest for training purposes. 65 project monitoring visits were carried out to projects approved in previous years.

On the project funding scene, SPO approved Rs. 2,838,480/= for 8 new projects. Total amount of funds approved for this purpose, to date, are Rs. 27,025,367 for 104 CBO projects. A Project Status Report was also written during the year which focussed on strengths, weaknesses, failures and successes for projects funded to date. It was found that the success rate for DPM trained CBOs was 70% which is more than twice the percentage for CBOs not trained in DPM.

SPO played an active part in networking and creating linkages among NGOs. 11 exchange visits for partner CBOs were arranged. Local Coordination Councils formed in Sindh and NWFP. SPO also played an active part in NGO-CBO federations and was instrumental in coming up with an agenda of greater role in development through cooperation, information sharing and networking.

On the national and international scene SPO was a regular and active participant in national and international moots for dialogue and advocacy for an enabling environment for NGOs in the country. It was part of this effort that SPO made a major contribution to The NGO Bill dialogue at the NGO and government level.

SPO has continued to strengthen and improve its own institutional base. The Learning Information System (LIS) is at last beginning to take shape; and with the launch of the Programme Activity Tracking (April 1996) its first phase stands completed. The Project Support Section has also been decentralised bringing project approvals and management of the implementation process even closer to the CBOs. In the year, professional development of the staff was regularly enhanced through in-house and external training courses, workshops and seminars.

Negotiations with The Asia Foundation have enabled SPO to continue the IBEP and expand its support for female group formation in NWFP. Swiss NGO Programme's support is helping SPO to enhance work in Swabi district through a Programme Coordinator position for one year. Negotiations for Balochistan and VEP programme support are also underway.

This year SPO also carried out a Programme Audit which helped the programme staff in their field strategies and review the current capacity building interventions. The SPO BoD also asked SPO's technical advisors, Cowater International Inc., to undertake a Management Audit with a view to looking at ways of improving efficiency. Recommendations of this report focussed reduction of overheads and increase decentralisation.

A multi-year strategic planning exercise, facilitated by Cowater International and participated by most of the programme staff, was also carried out in three phases. The Strategic Plan was produced and approved by the BoD on June 22, 1996.

The year was full of political, economic and social uncertainties. These influenced SPO's work in one way or the other, but SPO continued steadfastly in pursuit of its mission.



## INTRODUCTION

Participatory development has become a popular term in the third world yet people's participation in social development has an interesting history in Pakistan. The late 19th century saw a birth of many social welfare, charitable and educational private organizations which worked for their own communities. Apart from the informal institutions of Panchayat or Jirga, which were the foundations of civil society, these were the beginnings of a movement towards self reliance. The term Non-Governmental Organisation (NGO) is a more recent addition to Pakistani vocabulary but the basis and principles for it existed well before the emergence of such organisations in the social development scene. Similarly participation is interwoven in the fabric of the Pakistani rural life. We must also acknowledge at this point that the recent advancements made in the areas of concepts of development have helped in organising this informal sector into a more powerful grass root instrument for change.

The developing society of Pakistan, as any other society in the world, has the village as the basic unit of production and civil society. Unfortunately, in Pakistan this unit is faced with pressing problems of potable water, sanitation, illiteracy, health and economic problems in the shape of land degradation and environmental pollution leading them into downward spiral of poverty.

If in this scenario, the village communities are to be mobilized to take up their responsibilities to safeguard their own resources and ensure security to their existence, then effective participation in the whole becomes a point of great concern. A point where participation is not just limited to male members of a community but where women's rights, needs and their participation become firmly affixed to each developmental agenda. In Pakistani society myths and taboos have been effectively keeping women out of the development scene. The effort to make women aware of their reproductive rights, human rights and their role in the developing society is one of the concerns of SPO.

SPO (Strengthening Participatory Organisation) has been endeavoring to address this issues since its conception as a bilateral project between the governments of Pakistan and Canada and has been able to fully deal with it now in its position as an independent Pakistani NGO. On February 01, 1994, the SPO Board of Directors took over the CIDA project from Cowater International. Cowater International was the Canadian Executing Agency for what was known as the "Pakistan-Canada Small Projects Office". Foundations for the policy were already laid and the new management used it to guide the new SPO towards its mission. The first training cycle of DPM (Development, Planning and Management) was initiated in 1994. The Regional Offices were fully operationalised and Village Education Programme

Office at Turbat was established and Regional Directors were inducted in the same year.

1994-95 was a year of reorganization and assembling the teams in place. This transformation phase was full of excitement and alterations. 1995-96 is a year of consolidation and recognition of SPO as a Pakistani NGO. This report covers the period from July 1995 to June 1996 and gives an account of the first year in SPO's history in which the SPO ship started going full steam ahead towards its goal.

Section - 2

## CONCEPT AND DEVELOPMENT STRATEGIES

### 2.1 Poverty Alleviation Approaches

SPO's approach to development stems from a straight forward analysis of under development in Pakistan: that the main problem is poverty perpetuated by inefficient and inappropriate economic, social and political system.

According to World Bank Report on Pakistan Poverty Assessment (September 25, 1995);

"A new consensus has emerged in recent years that Pakistan must step up it's human development. Our analysis indicates that four main factors have worked against better progress in Pakistan: First, access to public education, health and family planning services is still limited, especially among poor rural women and girls. Second, the services are often not provided or are of low quality. Third, there is little or no accountability of service to clients. Fourth, Government resource allocation has been too low to provide adequate services. All these factors are inter-linked."

Human development is therefore, the conceptual nucleus of SPO's policy. SPO works on participatory basis with clusters of rural CBOs. The major focus is on increasing their professional and technical skills to ensure maximum community involvement in development activities. SPO believes that at micro level NGOs can provide an effective albeit modest vehicle for alleviating poverty and its effects. Community development projects aim at building infrastructure and local organizational capacity for effective planning and management and are often the only glimmer of hope for those in poverty to better help themselves. These activities can be further strengthened through collaboration among NGOs to advocate policies of institutional reforms and sharing of expertise.

SPO believes that sustainable development strategies can only be those where benefits remain beyond the period of external funding, thus creating viable organizations that can manage and implement these, is a prerequisite for promoting social development in Pakistan.

### 2.2 Participatory Approaches

SPO believes in participatory approaches at all levels of it'sprogrammes. In it's work with CBOs, SPO aims at promoting and strengthening the principles of participatory development at the community level. SPO is convinced that no development programme and strategy can fully achieve it's targets without a meaningful and democratic participation of the people. And this people's participation can be best achieved through self sustaining, broad based and

development oriented institutions at the community level.

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 are established for each cluster. The focus of SPO is not funding projects rather it aims to enable local groups to make decisions related to funds themselves. Thus CBOs are encouraged to decide how to acquire and use local and external resources in a way that ensures fuller participation and accountability in the use of development funds.

### 2.3 Gender Approaches

SPO as part of its Gender and Development policy makes special efforts to give equal opportunities to women in the development process. As an organization it is committed to working in ways that do not disturb those cultural and social norms that support more equitable development. It encourages rural women to work with confidence for community development without feeling that they have to act in ways that are not in accordance with the accepted behavior or their rights as members of society. The idea is to tap the potential of both the male and female sections of society in a way that the progressive aspects of religious beliefs are highlighted and retrogressive taboos are by passed in a subtle but effective manner.

The female wings of CBOs and independent women CBOs known as Female Development Organisations (FDOs) are encouraged. SPO's Village Education Programme, Turbat has mobilized Mekran women to form their CBOs AnjumanZananaTaleems (AZTs) for the cause of development through literacy.

### 2.4 Environmental Approaches

The poverty cycle in Pakistan is intimately related to grievous environmental issues. From land degradation to the issues of global warming, all have direct bearing on the poor people of Pakistan. The green revolution has exposed the poor to devastating effects of inorganic fertilizers and toxic pesticides. The energy shortfall and increasing population growth rate has effected badly the forest cover. Deforestation for the sake of fuel generation and urbanization is becoming explosive, especially for a fragile rural economy. SPO seeks to provide some redress by incorporating an approach towards environmental protection in it's training packages for CBOs.

### 2.5 Income Generation and Micro Credit Strategies

With each generation agricultural land holdings are further subdivided to much smaller holdings and for many rural families this fragmentation has meant that size of holdings has become too small even for subsistence farming. This coupled with land degradation has contributed greatly to the ever increasing tide of migration

from rural areas to urban centers. Unfortunately, the industry has not developed to such an extent that it can absorb all the surplus agri-labour in its fold. There is an increasing need to look into the para-agriculture livelihood resources for the rural poor so as to create new approaches to income. SPO believes that the skill enhancement and micro credits may crack the ground for surplus and low paid agri-labour to become sustainable.

Section - 3

#### CBOS' CAPACITY BUILDING CONTACT CYCLE

The main thrust of SPO's mission is to build and strengthen rural CBOs for participatory development and therefore the "CBOs' Capacity Building Contact

Cycle" holds an important place in SPO operations. A contact cycle normally lasts for a period of about three and half years and includes:

### 3.1 District Survey for CBOs' Selection

The contact cycle is initiated with a survey of suitable districts in the country. Following are the guiding factors for carrying out the survey:

- a) areas where SPO already has contacts;
- b) easy accessibility and stable law and order situation;
- c) whether other support organizations are not running similar programmes;
- d) the role and presence of CBOs in the area.

### 3.2 Identification, Assessment and Selection of CBOs

The next step is identification of potential partner CBOs which are situated in easy access to each other. This step relies on extensive field work, personal scouting of tehsils, meeting with potential CBOs, reviewing existing documentation of local groups and assessing if the selected groups will be receptive to SPO training. A list of CBOs in the area is prepared and invitations to SPO's orientation meeting are sent to all organizations on the list. Attendance, interest and response exhibited by the CBOs at the meetings and the mutual information shared, helps in assessing the CBOs interest in SPO. There are direct one to one meetings between SPO and individual CBOs as well as group activity with several CBOs to develop a rapport.

At this stage a Rapid Organizational Appraisal (ROA) is undertaken with each CBO. The ROA includes:

- a) institutional mapping;
- b) socio-economic profile of the area;
- c) organizational history of CBO;
- d) 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 cycle as a cluster.

### 3.3 Implementing Partnership

CBOs selected to participate in the contact cycle are organized into a cluster. SPO Programme Coordinators and CBOs then prepare a Partnership Plan (PP), adapting to the needs of each of the selected CBO through a process called Participatory

Organizational Review (POR). The POR process determines the following and helps CBOs realize the current strengths and weaknesses and also help them understand their optimum potential:

- a) Desirable Qualities;
- b) Essential Qualities;
- c) Killer Characteristics.

The partnership plans set in motion a cycle of training in DPM, technical assistance and feedback, networking, linkages, funding of selected CBO projects accompanied by continuous monitoring and extensive follow-up activities.

A CBO contact cycle is supposed to last for a period of three years. After that SPO begins to pull away to a point where 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 training and shared expertise within their own cluster as well as with other clusters. The CBOs are encouraged to form their regional coordinating councils to act as focal point for developmental activities in their areas. The CBOs are also encouraged to develop linkages with other donors, government departments and support agencies.

#### Section - 4

##### 1995-96 Achievements

SPO has been able to consolidate its work to a great extent during the year. Major achievements in its programme key areas are summarised below.

#### 4.1 Rural Institution Building

The major thrust of SPO's Capacity Building Cycle is on Rural Institution Building. The core programme, therefore, consists of:

- Development Planning Management (DPM) Training (3 to 5 workshops);
- Financial management workshop;
- Needs based trainings for CBOs to address sectoral problems;
- Mobilization for women participation;
- Technical Assistance in the form of feasibility studies, information share, linkages/networking and exchange visits.

During the reporting year the DPM activity started with two Training for Trainers (ToT) workshops. These ToTs were attended by Programme Coordinators and Local Resource Persons (LRPs). The ToTs were then followed by DPM Workshops:

Region	DPM Workshops	# of CBOs
Balochistan	DPM - 1	30
Punjab	DPM - 2	30
NWFP	DPM - complete cycle	17
Sindh	DPM - complete cycle	13
Total		90

Tables given below give a breakdown of specific trainings carried out in each region. The tables also give the number of participants and CBOs in each of the workshops. In all 343 CBOs benefitted from these workshops in which approximately 1,008 persons participated.

PUNJAB		



Workshop	Attending CBOs	Total # of Participants
Orientation Workshop		
Wazirabad	09	31
Mandi Bahauddin	12	30
Kot Addu	09	27
Alipur	16	37
Leadership		
Nasirabad	10	31
Mandi Bahauddi	09	29
Women Group Formation		
Muzaffargarh	01	12
KotlaGammun	02	10
Kot Addu	01	10
Orientation with Women CBOs	04	10
Training on Survey Techniques	05	13
Financial Management	10	24
Community Participation	20	52
Project Development	05	12

NWFP		
Workshop	Attending CBOs	Total # of Participants

DPM Complete Cycle	17	128
Entrepreneurship	07	24

SINDH		
Workshop	Attending CBOs	Total # of Participants
DPM-I		
Larkana	08	18
Ghotki	08	27
Karachi	10	22
Shikarpur	10	24
Financial Management		
Mehar Distt.	12	18
Ghotki	09	20
Shikarpur	10	18
Environment Planning (Ghotki)	09	23
Female Group Formation (Ghotki)	08	23
"Poverty is not our Fate"	26	30

BALOCHISTAN		
Workshop	Attending CBOs	Total # of Participants
DPM - I	30	60

Pest Control	9	40
DPM - I (A)	30	80

VEP		
Workshop	Attending CBOs	Total # of Participants
CBO Management & Education Management Workshop	25 AZTs	125

**Female Group Formation:**

Women's participation is not only an essential element of participatory development but also of SPO's realization and strategy. This is not an easy task in Pakistan's rural society but steps taken by our programme teams in this direction are indeed commendable and are summarised below:

1. Balochistan: Door to door visits were carried out in order to mobilize women for group formation and finally two groups of local women, both comprising of 30 members each were formed in the Muslim Bagh cluster. Orientation on the role of women in development was provided to the groups and their transformation into CBOs is in progress.
2. Punjab: The significant initiatives taken in this regard have resulted in the formation of four women's groups in southern Punjab. These women groups are formed in KotlaGamu, Kot Addu, Dajal and Muzaffargarh; and are part of SPO clusters in these areas.
3. NWFP: The NWFP team has taken a leading role in initiating and implementing women development programme in collaboration with The Asia Foundation (TAF). The initial surveys have been conducted and thirteen potential women groups were identified in Takht Bhai and Swabi. A detailed programme to build the capacity of these groups has been planned jointly by SPO and TAF.
4. Sindh: During the year eight female groups were formed in Ghotki district. Orientation workshop for these groups was conducted. The groups are in a process of transformation into CBOs and subsequently cluster formation. These women groups organized a seminar on International Day for Women on 8th March

1996 with the support of SPO and OXFAM at Arab Mahar village. The event was reported by BBC world service.

## Waris Khan - Icon of Light

Waris Khan, a tall, lean and white haired man was born in the family of a small farmer, Sarfaraz Khan on 12th February, 1945 at Jalala, a village in Takht Bhai, District Mardan. He received his education from Government High School Tukker and graduated from the Government College Mardan in 1965. During this period he was an active member of the student's union and displayed his leadership qualities as the college monitor and proctor.

What made him the man that he is today was the environment in which he was brought up. When he was a small child his grandmother used to tell him stories of the brave Pukhtoons who fought for the freedom of their motherland. He used to go to sleep dreaming of these heroes and also wanted one day to join the Pakistan Air Force and serve Pakistan. The PAF, however, did not accept him because of his low weight and Waris Khan was deeply effected by this setback. His sensitive nature made him to give up his plans for further education and he took up a private teaching job. In 1970, Waris Khan joined the Pakistan Tobacco Company. This was meant to be a part-time job during the school's summer vacations but he did not give it up when the vacations were over. The same year Waris Khan was elected the General Secretary of the PTC worker's union and remained elected till 1979.

It was in 1973 that Waris Khan first thought that he should work for a wider group of people and this was the rare thought which brought him to the community in Jalalah. It was here that he joined Dar-ul-Falah, a local welfare organisation, and entered into the social development scene and started taking active participation as a volunteer social worker.

His first steps were on the lines of welfare and charity. As religious education is considered to be a prerequisite for producing a quality Muslim, Darulfalah established at first a religious school to educate children on Islamic concepts and teachings. It remained a viable project until the funds dried out and local community lost interest, the project had to be abandoned.

During the last 14 years, a vacuum was created in leadership due to the deaths of the president and executive body members. This lead Waris Khan to assume a more active and major role in the leadership of Darul Falah.

It was due to the efforts of Waris Khan that when in 1990 Pakistan-Canada Small Projects Office went to Mardan for identification and assessment of potential organizations, Darul Falah stood the only credible organization from Takht Bhai.

Small Project Office funded a sanitation project for Darul Falah for village Jalala.

Under this project 100 latrines had to be constructed through community participation. The leadership Waris Khan provided, increased community participation and provided effective decision making and the project not only achieved its objectives but constructed an additional 74 latrines in the same budget. SPO can quote few examples like this one from the history of participatory development in Pakistan.

In 1991 when SPO shifted from project funding to capacity building, Waris Khan was the first person from the clients of SPO who was already convinced from his experience with his organisation that a need for capacity building should be the first priority for his area. Due to his habit of "Always Open to learn more" Waris Khan convinced SPO to take this new initiative in Takht Bhai and form the cluster in order to provide training and technical assistance to other organizations in Takht Bhai. Due to the consistent honest and tireless efforts, not only for his organization but for other organizations of the area he was selected as a local resource person by SPO NWFP. He took up this role on voluntary basis.

It was a new experience for SPO NWFP, but the role adopted by him as an LRP during the contact cycle process not only made it successful but a role model for others to follow. Waris Khan's role cannot be denied in coordination, motivation, participation, organization of the communities of the cluster. He really works as a catalyst in moving things ahead. That

cluster initially consisting of seven organizations has now expanded over the last three years to 24 Community Based Organizations. It was only SPO's guidance and Waris Khans committed leadership coupled with tireless and concerted efforts which transformed the cluster, an informal group, into an organised self sustained Takht Bhai Coordination Council. The improvement in the organisational skills of the coordination council is due to the same catalytic role assumed by Waris Khan. He not only put his soul in the dead organizations but also catalysed and facilitated the development of six organizations in the area. At times he puts in so much effort in follow up activities that some people think that he is being paid for the job by SPO.

Waris Khan says that DPM training has given leadership a chance to develop in the Takht Bhai cluster. Waris Khan is also active in developing working units for Family Planning, Blood Donors Association and Environment. He considers that lack of information is the main cause of underdevelopment, and awareness, information, skill development and development of activists are the real essence of development. Waris Khan's every other day is spent in social activities. He not only works for his village based organization but also for cluster, coordination council, DarulFallah, developing organization, working units and on provincial level he is busy in S.N.I. (Sarhad NGO Ittehad) and N.C.C.R. (National coalition on Child Rights). Due to his committed leadership the cluster has developed close

contact with Social Welfare department, Zakat Foundation, Women Division, Forest Department, Environment protection Agency, Local administration, Police department and PHED. The cluster has established links with NGOs support organizations and donor agencies like Family Planning Association, Asia Foundation, SNPO, HRMDC, Pak-CDP, Aurat Foundation, TVO, Canada Fund, etc.

Today Waris Khan is clearly known as a committed volunteer in participatory development scene of NWFP in particular and in Pakistan in general.

Waris Khan is fond of thinking, talking and tea. These three Ts are a part of this tall and dignified personality.

(Arshad Haroon)

#### A SUCCESS STORY

##### Formation of Women Organizations in Ghotki Sindh

Ghotki is a new district in Sindh and SPO had been working in one of its Union Councils "Garhi". In this cotton growing tract, a major part of the community is Mahar and its castes are: Jiskani and Chachar. Mahar is a very strong tribe here, socially and politically.

The women here are not very different from women of other rural areas of Pakistan. They are leading the same miserable life in which they are overburdened by domestic work and agricultural labour. They work from early morning to late in the night but due to age old customs they do not receive wages from the landlord and they can not go to market or schools. Any information from outside the village is kept away from them by their men. These women are living in a society in which they are made to believe that selling milk is a sin. Women are still subjected to the suppressive laws of the sardari system. They do not have a say in decisions about marriages.

These are circumstances in which SPO has decided to mobilize women and form female groups. SPO has started by organising informal gatherings for women in which they talk about their daily lives, the work that they do, culture and traditions of the village. It was in these meetings that SPO realised that the situation here was very critical from the point of health, literacy, civic rights, workload and the women's reproductive health. The main reason are not just poverty but the feudal system, lack of facilities for

female education, health centres etc.. The women do not have the chance to

participate in the local CBO and do not have an idea of what CBO is.

SPO carried out some formal and informal meetings with the male CBOs here and raised their awareness of the role of women in the process of participatory development. Women were also encouraged to take an active part in the upliftment of their own community. The male CBOs committed themselves to fully support the women in this journey. The male CBOs were made responsible for coordination of information sharing and SPO promised to provide training and technical assistance.

As a result of this interaction, eight female groups have been organised:

1. SahirianSath (Friends Forum) village Bahwal Khan Jiskani;
2. SuriahSartyoon (Brave Friends) village Razoo Mahar;
3. DharteeDhyanyoon (Heirs of Earth) village Milan Mehar;
4. SujjagSartyoon (Conscious Friends) village Wadhan Mehar;
5. SujjagSartyoon (Conscious Friends) village Hamzo Mehar;
6. Bakhtawar TarqyateeTanzeem (Lucky Development Organization) village Arab Mehar;
7. Rural Women Development Organization village Karo Kari;
8. Rural Women Welfare Association village Kabeer Kolachi.

In this context a Women Development Committee was formed which consists of one male member to represent each women group. The role of WID Committee is to provide informations to women at community level.

To enhance and coordinate SPO's mission towards women mobilization and development, SPO deputed a Female Local Resource Person in the area and who belongs to a newly formed group. She regularly conducts monthly meetings of the women's groups and coordinates their activities and helps keep their financial records on voluntary basis.

SPO has provided the following trainings to the female groups at Ghotki::

- role of women in development;
- importance of female groups and their formation;
- groups' structure and management;
- making items of domestic use like candles, detergent powder and smokeless stoves;

SPO Sindh has also:

- conducted some PRA exercises to assess the condition of women in these villages;



- called a meeting on the topic of "Poverty is not our Fate";
- arranged a seminar on International Women's Day at Village Arab Mahar. 200 women participated and this event was reported by the BBC;
- organised an exchange visit to Marvi Women Organization at Khairpur.

SPO considers a great achievement that in an area where women did not have any concepts of organising themselves, there are eight female groups working for not only their own but also their communities' development. They are conducting monthly meetings, collecting membership fees and maintaining records. The women are more mobile now and now leave their villages to attend meetings and trainings. Some of these groups do not have a single educated person and the Female Local Resource Person helps them out. This brave and hardworking young girl, Shakila Jaskani, comes from the same community and is not only opening doors for herself but also for her sisters. The women are becoming more confident and are expressing themselves freely.

#### Future Planning:

These female groups are developing and converting into Female Development Organizations FDOs but these groups need further strengthening through training, exposure visits and small income generating projects.

SPO is helping them coordinate with Canada Fund and Oxfam for small credit scheme. Canada Fund is considering funding for three groups in poultry and live stock. SPO will be involved in technical assistance in developing the project proposals as well as in monitoring.

- ( Firdous Altaf )

#### 4.2 Bringing people and communities together

SPO as a support NGO is working for the empowerment of poor people of Pakistan, but we recognize that it is difficult to bring all the communities together in the rural Pakistan. As a first step, SPO is engaged in networking activities of its partner organizations. They being:

- a. Information sharing
- b. Learning from different models of development
- c. Future Collaborations.
- d. Exchange visits.

- e. Organize common forums on the issues related to social development.

The activities which are being carried out to this effect are:

- i. networking of CBO's within their cluster;
- ii. building clusters on regional level in the form of Regional Coordination Councils;
- iii. networking with CBOs and NGOs who are not necessarily SPO's partners;
- iv. regionalization of CBO/NGO networks on provincial basis in the form of NGO Federation or Ittehad;
- v. supporting exchange visit programmes.

Progress made in this direction by our regional teams during the year is summarised below:

Balochistan:

- The Balochistan team supported two CBOs in conducting seminars on "Role of NGO in education" and "Poverty is not our fate";
- Two members of a female CBO from a remote area were provided support to participate in the conference on women in development held in Lahore;
- Two members from CBOs from Kalat were sponsored to participate in the Artisan Festival organized by BRSP at Quetta.

Punjab:

- Two seminars on "The role of Organizations in Community Development" were held at KotAdu and Muzafargarh. The KotAdu seminar was attended by 120 participants from 15 CBOs and NGOs whilst the Muzafargarh was attended by 80 participants from 15 CBOs;
- CBOs networking enhanced through clusters and linkages made with other support organizations for training in health, gender and development, and financial record keeping;
- Share experience visits arranged for 3 CBOs;
  - Akbar Welfare Society Jehan Khan visited Bu Ali Seinna Society, Muzaffargarh;
  - AnjumanIslah-e-Moashra visited DehiSamajiTaraqiati Council KotlaGamu;
  - DehiSamajiTaraqiati Council KotlaGamu visited 2 Peshawar CBOs.

NWFP:

- Swabi cluster was linked to Swiss NGO Programme and two partner organizations are being provided financial support and technical assistance in natural resource management in their respective villages. The organizations are collectively pursuing advocacy in Swabi for Ghazi Barotha Dam Project. Work on project planning is under way with Swabi CBOs representative organization on HRD centre for Swabi clusters;
- Abbottabad: Negotiations were held for a joint working area with IUCN, SUNGI, SRSC to collaborate under Agenda 21 of Rio Conference. The CBOs are being linked with SUNGI, Seran Forestry Project and SRSC at local level;
- Takht Bhai cluster organizations are being linked with Canada Fund for funding. Two organizations are being linked with Pakistan Community Development Programme (Pak-CDP) for construction of latrines;
- SPO has also given technical support to CBOs for applying for SAP funds through Planning and Development Department, Government of NWFP.

Sindh:

- Linkages created for six CBOs of Garhi Yaseen with Orangi Pilot Project (OPP) for revolving credit scheme;
- One CBO from Larkana was linked with Canada Fund for project funding;
- Thirteen CBOs from Garhi Yaseen and Ghotki were linked with IUCN for Environmental Planning;
- Formal network developed with DPM Graduates Coordinating Council Shikarpur and Regional Development Organizations Coordinating Council Ghotki;
- Arranged an exchange visit for six CBOs from Ghari Yaseen to Bukhari Social Welfare Association Ahsanwahan Larkana for experience sharing with OPP and OXFAM;
- Arranged an exchange visit for two CBOs of Ghari Yaseen to Village Welfare Association Tharecha for sharing information on agricultural project;
- Arranged an exchange visit for one CBO from Ghotki to Husnain Welfare Association DighanoMahessar and Village Welfare Association Larkana.

- Arranged exchange visit for five CBOs of Ghotki to Bukhari Social Welfare Association Larkana and Bhitai Social Welfare Association Hyderabad.

VEP:

- VEP is working closely with Education Department. Monthly meetings are held with District Education Officer (DEO) to review progress;
- AZTs were linked with Society for the support of primary education in Balochistan. Four primary girls schools opened in Korjo, Lallain, Rodbu and Tump;
- Five AZTs received hand pumps from local government;
- AZTs linked with Aurat Foundation.

#### 4.3 Analysis of SPO's Field Activities:

Major activities carried out during the year 1995-96 were:

- CBO identification;
- carrying out training need assessments;
- providing technical assistance;
- involving CBOs in networking
- and arranging special events (seminars, special day rallies, awareness programmes)

Going through the year's activity report and focusing on these activities in a sequential order we find that:

- 307 CBOs were identified. It was planned that 160 will be identified but SPO's target exceeded by 107 CBOs;
- Out of the 307, 157 were invited to orientation meetings. This figure also exceeded its target of 70;
- Training needs assessment was carried out for 90 CBOs;
- 80 CBOs were selected for partnership plans;
- 10 clusters formed.

DPM-I was provided to 90 CBOs, DPM-II to 44 CBOs, and 37 CBOs completed DPM-III thereby producing around 100 new DPM graduates. There were collective follow-ups for all of these DPM trainings, but very few individual follow-ups were carried out. This was in part due to demands on Programme

Coordinators' time.

99 CBOs received technical assistance. Work on project proposals developments remained below the target, i.e. 25 as compared to 37 planned. 23 CBOs were helped to get external funding which includes 5 projects and rest of the funding is for training etc. 65 Project monitoring visits were made to SPO funded projects.

SPO funded 8 projects which is only 50% of planned targets. One of the main reasons of going below the target is that SPO wants CBOs to become fully capable of handling projects.

Networking with 201 CBOs was done and 127 special events were arranged during the year. These activities are often more responsive to the CBOs needs and as such cannot always be incorporated in the annual workplans.

In terms of "Achievement verses planned activities for 1995/6" we can see that SPO:

- (i) as a whole has over-shot on CBO identification and special events;
- (ii) is on target for DPM-I; and
- (iii) a little below its target for providing DPM-II, DPM-III and technical assistance.

We were able to form partnership plans and PORs with only a quarter of the planned CBOs. As for the follow-up of the DPM trainings SPO is a little behind its target and touched the target for new clusters formed, whereas twice the number of planned CBOs were networked with other CBOs or NGOs, whilst special events are three times above the planned target.

Balochistan inclined more towards completing the contact cycle. It identified 40 CBOs, no new clusters added, ROA with 19, POR with 12 and PP with 10 CBOs were done. DPM-I with was carried out with 30 CBOs. Provided technical assistance to 36 CBOs and developed project proposals with 9 CBOs. Balochistan spent very little time on arranging special events and networking activities. 5 projects proposals were also developed and at the end of the reporting year, were in the pipeline for approval.

NWFP spent a lot of time in Networking and arranging special events. Identified 46 CBOs and added 5 new clusters with 30 CBOs. Did 7 DPM-I and crossed their target of DPM-II and III, but no POR, PP or ROA and only 7 CBOs received technical assistance. It also developed 3 proposals for approval in the next year.

Punjab identified 171 CBOs and selected 35 CBOs for 4 clusters. ROAs with 40 CBOs; DPM-I with 40 CBOs, follow-up of DPM with 22 CBOs. No POR, PP, DPM-II and DPM-III were carried out. 4 project proposals were developed with the inputs of technical assistance being 41 special events.

Sindh identified 50 CBOs for one new cluster (i.e. 8 CBO's). Sindh has completed DPM-I with 13, II & III with 18 CBOs and has achieved its yearly target. Less focus on new CBOs as no ROA was done. For all other activities achieved almost half of the targets, with exception of networking activities which were way above planned i.e. 97 organizations.

## Experience of a Female Programme Coordinator

I was born in Quetta in a Pathan family of Nasir origin. I was the first female child of my family who was sent to school. It was quite alright to the school level, but as I went up to the college level problems started arising from all our close relatives, the only thing they were concerned about all the time was my further education which they strictly opposed. It was only my father who would stand up and say that I will never let my daughter be trapped in to the same dark traditions. Both of us also ran a free education centre for the female children of our killi, as the female child school going ratio was very low. The parents of these students were also motivated for girls education and its importance. It was very hard and discouraging in the beginning, but finally it worked so well that in five years period after its establishment, there was not a single family who did not send it's female child to the school. Meanwhile I was selected for a graduate scholarship by USAID for two years education in the United States.

I came in to the development field with pure science academic background in Biochemistry and Agronomy and with a further Masters degree in one of the social sciences i.e. Political Science. Balochistan Miners Irrigation and Agricultural Development Project of World Bank was my first employer where I worked as Female Development Assistant in it's women and development section. I was concerned with Malaria Control, Kitchen Gardening, Health and Hygiene Education and Portable Water Supply Programme of the department. Here for the first time I got exposed to the field in far flung areas of Balochistan and also had a chance to apply some of my Agriculture related expertise in some trainings and also developed & designed training manuals for kitchen and communal gardening in Balochistan.

Joining SPO was different, in a sense that now I had to work with CBOs which of course in Balochistan means male organizations, and no more traveling with a group of female, instead I had to travel alone. In the initial visits the CBOs would comment like how can a girl with a same tribal background work in the field with male. In an Rapid Organization Appraisal (ROA) at Muslim Bagh a religious leader his face when he see me as a female leading the discussion.

One big problem here in Balochistan is the very limited number of active CBOs which took a lot of time to travel up to Musa Khail, Zhob, Thal, Loralai, Sinjavi, Muslim Bagh in order to organize two clusters, and these are the regions of northrenBalochistan where SPO is working with its partner organizations now. The newly identified CBOs were found even better than the old ones, since they were being explored by SPO and never were exposed to any donors before. They were more ready to learn, more easy to work with. Partnership plans were made

with them while renewed with the old ones. As part of these partnership plans different trainings and other inputs were provided like communication, record keeping, decision making, leadership, community participation, linkages, networking, need assessment, goal setting, preparation of logical framework, responsibility chart, survey techniques, monitoring and evaluation of projects. I also arranged some specific trainings in pest control management, conservation education and malaria control awareness. In one of the trainings while we were out for a group work a local person passed a comment on the trainees that they should be ashamed of being led by a female. In DPM-2 training at Loralai a point was raised in one of the group discussions that from Islamic point of view I as a female am not allowed to come in front of men. In DPM-1 one of the participant from Pishin told Mukhtiar (male Programme Coordinator) that he would rather prefer him as a trainer, for he was shy of women. One of the good thing is that in all the SPO partner clusters where three different languages are spoken, all the trainings have been delivered in the respective local languages.

On the project side three new projects were approved for Muslim Bagh cluster while two of the CBOs were linked with Canada Fund for Local Initiatives which further helped and added up to SPO's visibility and strengthened its existing image. Two seminars were organized in areas like Musa Khail and Zhob. It was for the first time in the history of Musa Khail that a female would come and deliver her speech on the dias. In

Zhob too, it was for the very first time that one female teacher and two high school local girls delivered speeches on the importance of education in a seminar organized by SPO.

I also got involved with some short term consultancies on behalf of SPO, like the upgradation of Civil Hospital Barkhan by the British Gas, training need assessment of development officers of Public Health Engineering Department Balochistan. Some help was also provided to Japan International Cooperation Agency (JICA) for information collection for their research work on Gender Training Situation Analysis in Pakistan, which is acknowledged in their publication.

In the mean time I was nominated by UNICEF for GAD TOT at Lahore as one of the two candidates from Balochistan, and I am the only Gender trainer in Balochistan right now. I was also part of the three members team who developed the GAD policy for SPO.

In Oct 1995 I was Awarded with a gold medal by the Ministry of Food Agriculture and Live Stock as best woman of Agriculture in Pakistan on World Food Day.



Some of my inputs to Village Education Programme at Turbat includes a one day training on DPM designing to the team members, a one day training on project proposal development and practical demonstration of project need assessment with two AZTs. I was also a member of the evaluation team for VEP Turbat.

As a young Pathan women I feel very happy to be working with confidence and respect with my communities, who have accepted me as their development guide.

- ( RehanaKhilji )

Anjuman Falah-o-Behbood Bosal  
District Mandi Bahauddin

#### Impact of DPM Trainings

It was in 1988 that the youth of Bosal felt that something should be done to meet the major needs of the village like paved road, water supply, sanitation, electricity, street lights health and education facilities. This was what motivated them to form an organization Anjuman Falah-o-Behbood (AFB). The Anjuman's initial approach to achieving their objectives was based on the concepts of charity and welfare. Poor children were provided with books, notebooks and uniforms. Arrangements were made for free medical treatment to the poor. AFB also built footbridges, helped flood effectees and approached government departments to apprise them of the village's problems. In 1990 the organization was registered with the social welfare department.

Then in 1992, AFB came in contact with SPO. Three of its members took part in the DPM training programme for the Gunianwala cluster. This was great turning point in its history because prior to the training the CBO was working on very traditional lines. It had linkages with some departments, the organizational structure was weak, poor record keeping and all activities were welfare or charity oriented.

The Anjuman has completed its DPM training and below are discussed in detail effects of the training on the CBO, the community and the whole village.

#### 1. DPM's effect on the organisation

Three members of the organization participated in the DPM program. They in turn replicated the whole process with other members of the organization. This was great boost to the confidence of the members. Meetings started taking place regularly and norms for carrying out these meetings were determined. Members

started participating and taking greater interest in organisation's activities and the organisation started forming development oriented objectives.

The CBO has now started a credit scheme for small farmers. It is also running a dairy project in collaboration with livestock department Government of Punjab and milk is collected from local dairy producers, chilled, packed and supplied to Islamabad. Along with this there is a Satellite Farming Service for farmers.

The CBO's reach to the community has greatly increased as a result of carrying out the survey. Techniques for developing project proposals were not only acquired but have also been practiced.

DPM and its follow-up have resulted in a growing interest by general body members in the activities of the CBOs. The organizational structure has strengthened and a second line of leadership has also emerged. Distribution of responsibilities and report back in meetings have also resulted due to the DPM training. The level of awareness has also increased among the members. CBO has been able to establish contact with many organizations in Pakistan. Practice of sharing project implementation skills, experimenting, monitoring, evaluation and distribution of responsibilities has also started. There has also been a marked advancement in record keeping and decision making skills.

## 2. DPM's effect on the community.

The follow-up of DPM training with the rest of the members of the CBO, generated interest of the community in the CBO. Members of the community are using different aspects of DPM training in their

daily lives. One gentleman (though not a member of the CBO), actively participated in the follow-up and says that now he plans most of his activities. Many shopkeepers of the village are also using planning and record keeping techniques which learnt through DPM, to run their businesses.

The community actively participated in the planning, implementation and decision making of the CBOs credit schemes and milk packaging projects and considers CBO's activities as important and participates in them in larger numbers. People now approach the CBO for solutions to many matters and the CBO tries to help them out.

## 3. DPM's effect on the village

DPM has given recognition to the CBO. After acquiring training, the CBO contacted other CBOs of the area and invited them to join the DPM training. These organizations are now part of the Mandi Bahauddin cluster and undergoing

DPM training.

Our CBO has acted as a catalyst for other CBOs in the area. These CBOs have now started taking interest in development activities. Community Development Council Lala Moosa has emerged, due to the sole reason of DPM. There examples of organizations which had been dormant for many years but now they have become active. There was an enthusiastic participation of the youth in the District Council Elections and a panel of young leadership has come forward

This training has resulted in increased networking activity. CBOs are now exchanging ideas and experiments with each other.

- ( Mohammad Riaz Gondal )

Section - 5

## PROJECT FUNDING

One of the inputs which SPO provides to CBOs in its Capacity Building Cycle is funds for projects. These projects are identified by the CBOs and their communities and form a part of SPO's partnership plans with them. Participation of the stakeholder i.e. the CBO and the community is required and ensured from the point of identification to implementation of the project. SPO's programme staff provides technical assistance in proposal development and implementation.

The reporting year saw the decentralization of this activity. Project Approval Committee (PAC) which was a seven member centralized committee and approved projects at the national level was dissolved in October 1995 and four Regional Project Approval Committees (RPACs) formed. Project proposals which were collated from all over Pakistan and then presented to PAC by the DCE, are now being approved at their respective regional offices.

Each RPAC consists of 3 BoD members and SPO's Chief Executive. RPACs meet as soon as a minimum of 2 proposals are ready for approval. The Regional Director presents them to the RPAC while the Programme Coordinator is available for inputs during discussions. RPACs are fully functional and have approved several projects since their inception during the year.

To facilitate the decentralization of this decision making authority, the Project Support Section at National Centre was also decentralized. Documentation on projects, project databases and small project funds were handed to their respective regional offices. Projects' administration is now being fully undertaken at the regional level and a manual for reference called the "Projects Support Handbook" is also available.

The following tables give a breakdown of projects approved by PAC and RPACs during the year:

PUNJAB			
Project	CBO	CBOShare	SPOShare
1. Credit & Saving Scheme for Small Farmers and Women	DehiSamajiTaraqati Council KotlaGamu, Rajanpur	110,000	419,000
2. Credit & Saving Scheme for Lower Income Men & Women	BusalSukha, D. Mandi, Bahauddin	154,800	498,000
3. Credit & Saving Scheme for Lower Income Women	Dhallaywali	96,000	258,000
4. Establishment of Dairy Farm	Al-khidmat Society, Dajal D. G. Khan	48,000	146,000
Total 4 Projects:		408,000	1,321,000

SINDH			
Project	CBO	CBOShare	SPOShare
1.Revolving Credit Scheme for Farmers	Super Star Social Welfare Association, Village LakhoLanjari, Ghotki	68,500	389,709
2. Income Generation Scheme for Fish Farmer	Gul Welfare Association, Village Mahar, Ghotki	287,000	313,000

3. Agriculture Equipment	Al-Habib Social Welfare Association, Habib Kot, Garhi Yaseen	197,700	424,000
4. Income Generation Scheme for Rural Women	Hussain Welfare Association, DhinganoMahesan, Larkana	73,000	178,000
Total 4 Projects:		626,200	1,304,709

SPO is also linking its partner organizations with other donors in the last year the following organizations and projects have been funded in this way:

BALOCHISTAN			
Project	CBO	Donor	Total Amount
1. Channel lining for irrigation	AnjumanItihadNaujawan, Sort Mehterzai, Muslim Bagh	Canada Fund	1,260,000
2. Karez protection	AnjumanItihadNaujawan, KilliGawal, Pishin		

NWFP			
Project	CBO	Donor	Amount
1. Mother Child Health Centre	Young Welfare Organization Madday Baba	Canada Fund	270,000
2. Nursery Raising & Plantation for Sustainable Land Use	Khado Khel Welfare Society, Baja-Sawabi	Swiss NGO Programme	300,000
3. Nursery Raising & Plantation for Sustainable Land Use	Rashakai Social Welfare Organization, Rashakai, Swabi	Swiss NGO Program	200,000

		me	
Total 3 Projects:			770,000

At the end of the year Balochistan was ready with 4 project proposals which were subsequently approved in the first week of July 1996. These do not fall into the reporting period by the virtue of their date of approval but they were developed and had already been circulated for pre-approval review to the Balochistan RPAC by the end of 1995-96. A breakdown of these four projects is given in the following table:

Balochistan: Four project proposals were developed for presentation to RPAC and were subsequently approved in the first week of July 1996.			
Project	CBO	CBO Share	SPO Share
1. Broiler Production at Bela	Welfare Association for New Generation.	95,165	214,275
2. Karez Protection	AnjumanIttehadNowjwanKilliGawal	148,547	453,173
3. Karez Protection and Extension	AnjumanIttehadNowjwanSorhMehtarzai	133,257	374,112
4. Dairy Farm at Bela	Bela Youth Social Welfare Forum	77,000	375,300
Total 4 Projects:		453,969	1,416,860

### 5.1 Projects Analysis:

In 1995-96 a total of Rs. 2,838,480/= were approved for 8 CBO projects. Thus bringing the total amount of funds approved upto 30th June, 1996 to Rs. 27,025,367/= for 104 CBO projects. The main thrust of project funding during the year was on Income Generating and Saving/Credit Schemes.

During the year a Project Status Report was prepared to document the current status, problems, learnings and achievements of all the projects funded upto 30th March 1996 i.e. before the decentralization of project support activities to the regional centers. In this exercise all the regional centers were involved and each of

the projects was thoroughly reviewed to assess how far the project has been able to achieve its objectives, what the project recipient organization and SPO have learnt from the experience, if there are problems what are their causes and how can these be rectified.

This study showed some very interesting and encouraging results. These results confirmed our strategy shift to fund trained organizations which have gone through the capacity building cycle with SPO. 70% of projects funded for DPMed CBOs are running successfully. This percentage is two times more than that for those funded under SPO's previous strategy.

A breakdown of number of projects funded to date for DPMed and Non-DPMed organizations is given below:

Breakdown of Successful Projects by Province and DPM training.						
Region	DPMed		Non-DPMed		Total	
	#	Succeeded	#	Succeeded	#	Succeeded
Balochistan	-	-	11	3	11	3
NWFP	3	3	17	8	20	11
Sindh	8	5	29	9	37	14
Punjab	6	4	27	9	33	13
Northern Areas	-	-	2	1	2	1
<b>Total</b>	<b>17</b>	<b>12</b>	<b>86</b>	<b>30</b>	<b>104</b>	<b>42</b>

These do not include projects approved during 1995-96 and which have not started as yet.

SPO has learnt many things from this process. These have been grouped into three major sections below.



○ Reasons for a project's success.

- There was a willingness on the project recipient organizations part to learn from the project and make improvements.
- There was community participation. The CBO had fuller support from its community and there was greater accountability and transparency.
- During project proposal preparation thorough planning was done.
- During project implementation problems were recognized and dealt with realistically. Effort was made on the part of CBO and SPO to find solutions and complete the project.
- Responsible monitoring and support by SPO;
- CBO's ability to clearly understand the philosophy behind the project.
- SPO's strategy for funding projects which have gone through DPM training and are SPO's partners in the Capacity Building Cycle has been by and large successful.

○ Reasons for a project's inability to achieve its objectives:

- Due to poor project planning, the sustainability factor was not taken into consideration and once the projects are being run by the CBO, there is a lack of funds for recurring costs. These projects are mainly vocational skill training centers, schools etc..
- Projects which involve SPO's contribution for construction of buildings for schools, clinics etc.. have also faced problems in starting. The problem has been in land procurement and proper land deeds. In all the cases, the CBO was to provide the land either from community contribution, government's land grant or from any other source. Once the project was approved, this land was not easily procured or proper land ownership documentation was not available.
- In three cases, once the funds were approved, conflicts in the community and the CBO appeared. In one case the project was canceled, in another the situation has come to a point where some of the CBO members have been involved in litigation but in one case SPO has been able to help the CBO and the community in coming to an agreement.
- Inability of the organization to recognize and solve problems during project

implementation.

- Lack of community participation.
- Normally, for larger equipment purchases, SPO asks the CBO to procure quotations and nominate a supplier. SPO then gives the CBO a cheque in the name of the supplier, so that the CBO can receive the goods, check them and then pay the supplier itself. In two cases, SPO took a more active role in procuring quotations and nominating a supplier. In both the cases, there have been problems with the material purchased. The reason differ for both cases, but this is a situation which should be avoided and the CBO should be involved in the process of procurement.
- SPO has funded projects in the past which have required technical assistance while implementation. This was not pre-planned, and during the implementation, in some cases SPO did provide additional technical assistance, but in others budgetary provision was not available.
- Projects have also faced problems due to individualism. The CBO leadership either came from one family or was not open to involve the rest of the community. When the project faced problems, it was not possible for one or two individuals to solve them because there was no community participation or second line of leadership.
- Lack of problem solving capacities within CBOs, have resulted in deterioration of projects.
- In some cases, project funds have been mis-managed. SPO has not received satisfactory reports on their usage and in one case the organization has disappeared.

The steps which SPO can now take to improve its project funding initiative are:

- A project's sustainability is the most important factor which must be assessed prior to approving the project. Proper technical assistance should be provided to CBOs to address this issue and realistic strategies adopted to ensure project's sustainability. Monitoring should constantly assess this capacity.
- All inputs, tangible or intangible, should be clearly defined and their provision ensured during project implementation. Sometimes, things which may seem small are left out and this effects the overall impact of the project.
- SPO should be more vigilant during project implementation and be quicker to take decisions, set time-limits and responsibilities for activities.
- Monitoring should be carried out for longer periods of time.

- SPO's capacity to take proper action to rectify problems was greatly curtailed by the fact that the Project Start-Up form, which forms the basis for project funding contract, does not have a legal entity. The Project Start-Up Form should have a legal entity.
- Leftover funds from projects which have been closed or canceled should be de-allocated through a BoD decision and allocated to new projects.

This report has helped SPO to take another look at the projects which have been funded to date and steps are being taken to rectify problem projects.

## Section - 6

### SPO's Role in Pakistan's Social Development

#### 6.1 Regional Level

##### NGO-CBO Coordination's

SPO has supported and played the role of the catalyst in getting together different NGOs, CBOs, Government line departments and other private organizations for the cause of development by:

- a) arranging seminars - workshops on common issues for our partner CBOs and the CBOs/NGOs of the area;
- b) helping in exchange visits for different CBOs/NGOs;
- c) supporting the formation of the regional coordination councils;
- d) making distinct contribution in the formation of NGO networks;
- e) stimulating the formation of provincial NGO coalitions and federations.

Balochistan:

- Twenty two network meetings were convened with different Government agencies and NGOs working in Balochistan:
  - SPO remained very successful in gaining confidence of the Government of Balochistan's Health Department ensuring a supply of medicine and equipment for an SPO's funded project "Basic Health Unit, KilliMughtian" and also training CBO members from Lasbela in Malaria Control Programme;
  - LGRD supplied material for the construction of 150 low cost latrines to one SPO partner CBO based in Gulistan;
  - Public Health Engineering Department is also coming up with their cooperation in establishing drinking water supply schemes in the area of two SPO partner CBOs based in Pishin and Kalat.
- Linkages with NGOs:

Meetings were carried out with Taraquee, Aurat Foundation, BRSP, CRS, Balochistan NGO Federation (BINGOF) and WID Network. These mostly focused on information sharing, maintaining relationships and exploring ways and means for collaborative activities.

- Presentations on concept approach and strategies of SPO were made to the following different delegations visiting SPO Quetta office:
  - The Asia Foundation
  - IUCN
  - ShirkatGah

- WWF
  - UNICEF.
- Apart from this; TVO, Australian Aid and CRS were provided information on potential CBOs of the area.
  - Four CBO members were linked with a local NGO Taraquee for one week training in designing and implementation of low cost sanitation technologies.
  - Six female CBO members from Lasbela were linked with Aurat Foundation for fifteen days for training on preventive health care.
  - The following table gives a breakdown of NGOs and donors with whom SPO linked its partner organisations:

Name of CBO	Networked With	# of Meetings
1. IderaBahaliMustahqeen	BURWAS	2
2. AnjumanItihadNoujawana nGawal	Taraquee/CIDA	2
3. GindarAdbi Society, Kalat	BRUWAS/CRS	2
4. AnjumanItihadNoujawana n, KilliMughtian	MCP/Health Department	2
5. AnjumanItihadNoujawana n, KilliWerya	Agriculture Department/ Aurat Foundation	2
6. AnjumanItihadNoujawana n, HajicaSorab	PHED	2
7. AnjumanItihadNoujawana n, RaghSultanzai	CIDA	2
8.	CIDA	2

AnjumanItehadNoujawana n, RagmaBakalzai		
9. AnjumanItehadNoujawana n, Musakhail	WID-Network/ British Gas	3
10.Welfare Association for new generation, Bela	Aurat Foundation	1
11.Anjuman ItehadNoujawa- nan, SoroMetherzai	CIDA/Agriculture Department	2

Punjab:

- Three partner CBOs were supported for 5 days of Training of Trainers on "Micro Enterprise Development".
- SPO Punjab office is an active participant of Punjab NGO Coordination Council.
- The team was involved in the preparation of Beijing Conference. Kishwar Saleem, Programme Coordinator attended Beijing Conference in September, 1995 as an NGO delegate.
- Partner CBOs were supported to attend the ASR Assembly of Women in Lahore for pre-Beijing and post Beijing Conference.

NWFP:

- Takht Bhai cluster organizations took a lead role to convene the monthly cluster meeting on their own and now these organizations are less dependent on SPO for cluster meetings.
- Exchange visits were arranged first for Kohat district to Takht Bhai, second exchange visit was arranged for D. I. Khan cluster to Takht Bhai cluster.
- Takht Bhai cluster organizations were linked with HRMDC (Human Resource Management and Development Centre - an NGO of Peshawar working for solid waste management) for Entrepreneurship development training.
- Young Welfare Organization Maday Baba was linked with Canada Fund for project funding in their mother and child health centre.

- SamajeeBehboodRabita Council (SBRC) of Swabi cluster was linked with Swiss NGO Programme for Nursery raising and management project and with Canada Fund for project funding.
- SLSA (Social League, Safiabad) was linked with Social Action Programme of the Government of Pakistan.
- One organization from D. I. Khan was linked with Aurat Foundation for advocacy.
- The formation of coordination council of D. I. Khan NGOs was facilitated.
- One organization from Abbottabad was linked with Canada Fund and one CBO was linked with TVO for project funding.

#### Sindh:

- Linkages created for six CBOs from Garhi Yaseen with Orangi Pilot Project (OPP) for revolving credit scheme.
- One CBO from Larkana was linked with Canada Fund for project funding.
- Thirteen CBOs from Garhi Yaseen and Ghotki were linked with IUCN for environmental planning.
- Exchange visits for six CBOs from Garhi Yaseen to Bukhari Social Welfare Association, Ahsanwahan, Larkana for experience sharing with OPP and OXFAM.
- Arranged exchange visit for two Garhi Yaseen CBOs to Village Welfare Association, Tharecha for sharing information on agricultural project.
- Arranged exchange visit for Ghotki CBO to Hussain Welfare Association, DhinganoMahesar and Village Welfare Association, Larkana.
- Arranged exchange visit for five Ghotki CBOs to Bukhari Social Welfare Association, Larkana and Bhitai Social Welfare Association, Hyderabad.

#### 6.2 National Coordinations:

- a) SPO has played an active role in the formation of NGO Coordination Council at the regional level as well as at the National level. Coalition of Rawalpindi and Islamabad NGOs (CORIN) is located at Islamabad. SPO is member of all coalitions/federations at national level. Pakistan NGO Forum is the

collating body of the five units. SPO is chairing the Sarhad NGO Itihad and holds the secretariat. SPO Sindh played active role to do the institution building of Sindh NGO Federation and it was linked with Swiss NGO Programme for their organizational funding. SPO is active member of Punjab NGO Coordinating Council, Balochistan NGO Federation and Coalition of Rawalpindi and Islamabad NGOs. Presently SPO is the member of negotiating team of Pakistan NGO Forum (PNF) for Standing Committee of Senate on NGO Bill.

The NGO Bill 1996 is pending with the Standing Committee of Senate. The PNF is negotiating the NGO point of view with the Committee so as to make it more supportive of the NGOs role and assure an enabling environment for them. The Committee has assured to include the view point of NGOs in the proposed legislation.

b) SPO is a member of IUCN and a regular participant of Pakistan Chapter. The environment issues have a special emphasis on the projects for the CBOs.

SPO has been in dialogue with IUCN Country office to develop a resource centre at SPO National Centre to coordinate information dissemination and training related to environmental issues and concerns.

c) SPO Chief Executive is the member of:

i) National Selection Committee for Global Environmental Facility, UNDP.

In this capacity the projects by CBOs and NGOs are presented to the Committee for approval. Chief Executive played active role.

ii) Task force for 9th five year plan of the Government of Pakistan:

This special group is nominated by the Prime Minister of Pakistan. Ms. Shahnaz Wazir Ali, Special Advisor to the Prime Minister on Social Sector is the Chairperson. The group consists of Economists, Policy Makers, Parliamentarians, NGO Leaders, Industrialists and Journalists.

d) SPO was invited through Chairperson SPO Board of Directors to make a presentation of SPO concept and Programme to the President of Pakistan. The presentation was made by the Chairperson and the Chief Executive with the help of the Deputy Chief Executive and Punjab team at Circuit House, Dera Ghazi Khan on September 03, 1995. The top administrative and political leadership of the province of Punjab was present. The President invited SPO to work actively in the region of Dera Ghazi Khan and Muzaffargarh.

e) SPO office provided facilities for the meetings of:



- i) Coalition of Rawalpindi and Islamabad NGOs.
- ii) Islamabad Social Scientist Forum monthly meetings for six months.
- iii) Annual meeting of Women Action Forum.
- iv) Pakistan-India People Forum for Peace and Democracy for two meetings.
- v) Sindh Graduates Forum for monthly lecture on "Sindh through Ages", May-June, 1996 meetings.

### 6.3 Global Participation:

- a) SPO is a member of IUCN and Chief Executive is the member of Committee on Parks and Protected Areas (CPPA) of IUCN.
- b) SPO is an NGO member of Micro Credit Summit.
- c) SPO's two staff members, Ms. Rehana Hashmi (Regional Director, NWFP) and Ms. Kishwar Saleem (Programme Coordinator, Punjab) participated in the Beijing Conference in September, 1995 and came back with renewed awareness and an understanding of commitments agreed upon by the governments for the rights of women.
- d) Chief Executive attended 21st Programme for Development Managers at Asian Institute of management, Manila. This course was sponsored by The Asia Foundation.

The course had participants from nine countries of the region. The leading development models in the region were discussed at length. SPO case study became a class exercise on one weekend and VEP - the female literacy model was discussed. The Chief Executive was awarded the shield for distinguished participation.

## Section - 7

### MAIN STREAMING OF GAD

#### 7.1 Village Education Programme (VEP)

The women in Pakistan which form half of our population have been largely excluded from the development cycle. There may be hoards of reasons and arguments for this disturbing situation but the key to open the development scene to women is awareness and literacy. When SPO entered the most backward and under developed region of Pakistan i.e. Makran in 1993; the female literacy rate of this area was below 1%. The sources of income were very meager. The area is dependent on rains for agriculture as well as drinking water and rains are almost negligible. Few date and lemon orchards are the only green inhabitants of the area. Male population travels long distances to Gulf countries and Karachi for jobs and women are left behind to look after the household and raise children.

The consultative process with the women folk and retired male population indicated literacy as a priority for the area. Male primary schools were present here and there but the strong Baloch cultural bondage never allowed the girls to go to the boys schools. Then there is a problem of finding teachers for female primary schools, could they be run by male teachers?

The initial dialogues convinced SPO to initiate a female literacy programme in Turbat district of Makran. SPO's philosophy is not one of implementation, rather it has been facilitating the CBOs and capacitating them to take over the implementer's role. Unfortunately in Makran, there were no CBOs on the ground. SPO had to make a new policy of motivation and mobilization of women in this area and ultimately formation of women organizations. The first interaction was to form village women groups for education. The groups are now known as AnjumanZananaTaleem (AZT). The groups were organized in a formal CBO pattern with articles of association and positions in the executive committee. They were trained in:

- CBO management
- educational survey
- formation and establishment of non-formal literacy centres
- monitoring and maintenance of literacy centres.

The AZT members were all females and illiterate. The training workshops were conducted in visual methodology. These trainings encouraged the women activists to offer themselves as the first students of literacy centres. In 1994-95 SPO had only five centres and completed functional literacy programme for eighty women. During 1995-96 a further twenty seven centres have been established.

Presently thirty two centres for female literacy are working under the guidance and control of AnjumanZananaTaleem of the respective villages. These literacy centres are known as "Nookan Subah" (Balochi name meaning dawn). The literacy curriculum in these centres is known as accelerated non-formal primary education module of Allama Iqbal Open University (AIOU) which takes the students to class V of primary curriculum in 18 months. The majority of students are from the age group of 10+, detail is given in Table-1.

Table - 1: Breakdown of AZT clusters formed in 1995-96

Cluster	S. #	Name of AZT	AZT Formation Date	# of Members
Nasirabad	1	Nodiz	August 06, 1995	20
	2	Shakahan	July 27, 1995	24
	3	Lallain	July 09, 1995	26
Sami	4	Shahrak	September 13, 1995	48
	5	Sami	September 13, 1995	16
	6	Kirki	October 21, 1995	20
	7	Omerikahan	November 22, 1995	16
	8	Herook	November 28, 1995	16
	9	Kekin	November 28, 1995	11
Kalatuk	10	Gabun	September 24, 1995	19
	11	Solband	September 19, 1995	27
	12	Kalatuk	October 04, 1995	39

	13	Sorag-i-bazar	November 01, 1995	34
	14	Nokhan	October 09, 1995	32
	15	Pullani	November 20, 1995	35
Total				383

Table - 2: Information on Non-formal Education Centers

S.#	Name of School (Nooken SubahSchool)	# of Learners	Name of AZT
1.	Tump (A)	28	Tump
2.	Tump (B)	25	Tump
3.	Malikabad	14	Malikabad
4.	Samadabad	24	Samadabad
5.	Korjo	18	Korjo
6.	Gomazi	24	Gomazi
7.	Balicha	18	Balicha
8.	Raisabad	23	Raisabad
9.	Mirabad	14	Mirabad
10.	Nazarabad (A)	20	Nazarabad
11.	Asiabad	19	Asiabad
12.	Nasirabad (A)	25	Nasirabad

S.#	Name of School (Nooken SubahSchool)	# of Learners	Name of AZT
13.	Nasirabad (B)	20	Nasirabad
14.	Khairabad (A)	22	Khairabad
15.	Khairabad (A)	24	Khairabad
16.	Nodiz	25	Nodiz
17.	Shaikhu	19	Shaikhu
18.	Lallain	29	Lallain
19.	Sami	18	Sami
20.	Shahrak	33	Shahrak
21.	Omari Khani	26	Omari Khani
22.	Karki	18	Karki
23.	Kalatuk	40	Kalatuk
24.	Gaibon	30	Gaibon
25.	Sorag Bazar	38	Sorag Bazar

S.#	Name of School (Nookan SubahSchool)	# of Learners	Name of AZT
26.	Solband	25	Solband
27.	Nokhan	28	Nokhan
28.	Ginna	33	Ginna
29.	Dazen	19	Dazen
30.	Asiabad Korjo	29	Asiabad
31.	Lebnon Bazar	19	Lebnon Bazar
32.	Gulshan Bazar	23	Gulshan Bazar
Total		770	

SPO is negotiating with AIOU to devise an examination and equivalence system so that these women can be linked with main stream education system.

The second phase of this project is to transform these AZTs into development CBOs. The specialized capacity building training modules are being developed to link VEP with SPO Core Programme. The registration process has started and five AZTs have been registered with Social Welfare Department.

VEP Activities at a Glance:

- Fifteen AZTs have been formed and are now recognized institutions in the community. They have elected Executive Committees from within their community members.
- Three AZT clusters formed in Nasirabad, Kalatuk, and Sami.



- Opened bank accounts for 10 AZTs from Baleecha and Tump clusters for membership fees and learner fees of Nokeen Subah School. The accounts are operated by AZT office bearers.
- Five AZTs from Baleecha clusters are registered under the Social Welfare Ordinance Act 1961, and registration of AZTs of Tump cluster is under process.
- 233 learners from 11 centres belonging to three clusters from Baleecha and Tump completed their literacy course in October, 1995.
- Five training workshops on literacy and basic arithmetics were carried for fifty teachers of 28 AZTs in five clusters.
- Regular monitoring visits, twice a month by SPO staff are made.
- A seminar was organized in collaboration with Health Department, Makran on the topic of Mother and Child Care in Baleecha on October 18, 1995. The areas covered were mother & child health care, Control of Diarrhoeal Diseases (C.D.D.), child health and family planning.
- International Women Day on March 8, 1996 was observed. Teachers, students of Turbatgirls college, AZT members and other women from Turbat participated in this seminar. Women speakers spoke on different aspects of women issues in the development process.

After the seminar a walk for women's right was organized. This was the first event of its kind in the history of Turbat.

- AZTs from Tump organized a seminar on "The importance of Ramazan-ul-Mubarak", SPO-VEP participated in this ceremony.
- AZTs from Gomazi, Konshkalat, Malikabad, Sadabad, Mirabad, Nazarabad and Balicha organized functions on the occasion of August 14, 1995 with the help of children of schools and mothers of those children, SPO-VEP team participated in the programme.
- AZTs from Tump, Asiabad, Nazarabad, Raisabad, Korgo, Koshkalat, Malikabad, Samadabad and Gomazai organized ceremonies to celebrate Eid Milad-un-Nabi (12 Rabi-ul-Awal). SPO-VEP team participated in these ceremonies.
- AZTs arranged a training for mothers in their communities with the assistance of VEP team to motivate learner's mothers to send their daughters to

schools regularly and on time.

## The Baleecha Story

Baleecha is one of Turbat's oldest villages. There are about twelve thousand persons living here, who are mainly engaged in agriculture and labour. Despite the fact that there is a Boys High School, a Girls Primary School and a girls middle school, the rate of illiteracy is 75 percent. 98 percent of the women are illiterate.

A few centuries ago this an empty desert. A man named "Balach" started a settlement here by digging a well. In the local language a water-well is called a "Chaat", and this was how it came to be known as "BalachaChaat" or "Balach's Well". Over the years this name has become "Baleecha".

A few years ago when VEP was introduced in the Turbat district there was no precedence for education for women. In fact, the women did not even had an idea of their role in the education and health of their own children. For them to talk to a strange man or even to be seen by one was totally unheard of.

These were the difficult circumstances in which the VEP team was to establish its programme. The community considered them as American

spies and me as their paid representative! The reason for this hostility was mainly the misunderstanding that maybe VEP was here to turn them away from Islam and their customs and to spread immorality.

What added fuel to the fire was the stand taken by Baleecha's notables and Now, not only in the Baleecha cluster, but in the whole of Baleecha more and more women are trying to educate themselves. Their awareness of participation, organization and development concepts is increasing through workshops and seminars. They are now participating in development activities and taking better care of health and education of their children. They do not require the help of their male family members any more to take them to Turbat for medical treatment. It just takes them to board the public transport and travel the 20 kilometer distance themselves.

A very positive improvement has also taken place in their educational level since the introduction of VEP. Women can now read newspapers and magazines, communicate in Urdu and share their opinion with others. They are now not only themselves practicing family planning but also spreading this awareness amongst their friends and relatives. Nine percent of the women are sending their daughters to school. The girls now do not face hurdles when graduating from their middle school and entering the Boys High school for matriculation. This development is mainly because now the mothers are encouraging their daughters to go to school

and get education.

Baleecha's women are now more organized and speak for their rights. They want to be economically independent through income generating projects. Before this they had not social status but now they want to work side by side with men. After VEP has been introduced in Baleecha, women's thinking about political, social and economic issues has changed. They have also become better enlightened about their own religion.

A very good practical example of this change was seen on 8th March 1996 when the International Women's day was celebrated here with great enthusiasm. A seminar was organized at the local boy's degree college building, which was presided by the Commissioner Makran. 400 women and girls participated from all over Makran. At the end, a walk also took place in which children, women and men participated. This was the first time in the history of Makran that so many people especially women participated in something like this. Women are also travelling from their

villages to other villages and Turbat city to attend quarterly meetings. All credit for this empowerment goes to SPO and its VEP team.

With all this improvement we are still facing many problems. Even now the moulvi of the local Jamiah mosque says in his Khutba and Wa'az that any person who sends his daughter to "Nokian Sabah" school, not only himself but his whole family are infidels and they will go to hell. There are still some people who are with these moulvis but VEP is now on a sound footing and progressing very well. In these times of trouble, educated persons of the area and our LRPs came forward to help SPO with their untiring effort and now things are looking much brighter.

VEP is progressing very well and we hope that it will achieve its goal.

- (Mohammad Amin)

## 7.2 Integrated Basic Education Programme (IBEP)

This is a programme of community mobilization around the girls primary schools in Nowshera district of NWFP. The community mobilization was awarded to SPO by Unicef for the reporting year. There are thirty non-formal primary girls schools which ultimately have to be made sustainable.

Through continuing visits and meeting with the communities, the Village Education Committee (Male & Female) were formed through education campaign and consultation with the communities. After the formation of VECs the SPO-IBEP team formed these VECs (M&F) into a cluster for arranging the capacity building training.

After the cluster formation the training was given to 26 Male and 28 Female VECs for improving their capacity, better management and involvement in the school activities.

The training follow-up was arranged in the final quarter (Quarter IV) to see the training effects on communities and to discuss the tasks given to them by the SPO-IBEP staff.

In this year SPO-IBEP staff arranged 12 days multi-grade teachers training workshop with the cooperation of Directorate of Primary Education NWFP, Peshawar supported by Unicef.

#### IBEP Achievements 1995-96

- 24 male VECs and 27 female VECs were formed for 30 schools;
- school material was distributed to these schools and examinations conducted;
- five clusters have been formed: Nizampur, Azakhail, Akbarpura, NSR Kalan and AkoraKhattak;
- both male and female VECs have completed the capacity building cycle and follow-up has been carried out;
- a 10 day multi-grade teacher training was given to NFE teachers;
- quarterly teacher meetings have been taken place regularly;
- syllabus for two sessions was compiled;
- 3 exchange visits arranged for the VECs.

## Section - 8

### Donors

#### 8.1 Canadian International Development Agency (CIDA)

SPO (Strengthening Participatory Organization) was established on February 01,

1994. SPO was already a CIDA project and the new Contribution Agreement was made with CIDA on March 17, 1994 with a tapered reduction of allocations:

- CIDA provides full funding for National Centre functioning in fiscal year one, two, and three.
- CIDA provides full funding for the first two fiscal years of the Programme with the exception of NWFP and Sindh.
- In fiscal years three and four, other donors are expected assume a portion of the funding for the National Centre.
- Other donors are also expected to provide funding for Balochistan and VEP operations by the fiscal year three onwards.
- CIDA continues to provide tapered funding to the National Centre and one Regional Centre (Punjab) in fiscal year five.

SPO has completed fiscal year two as of June 30, 1996. The expectations that other donor shall take over the funding for NWFP-Sindh have not fully materialised.

CIDA has agreed to let SPO run its programme from savings and reallocation of costs, thus enabling the total programme to continue uninterrupted.

## 8.2 European Union (EU)

The negotiations with the EU mission and subsequent consultative missions are on from the end of 1993. The concept was approved and a commitment was made to fund NWFP and Sindh w.e.f. July, 1995. But due to certain difficulties at Brussels the Contribution Agreement is not yet signed. But the expectations are that EU will fund NWFP and Sindh for five years w.e.f. January, 1997.

## 8.3 Royal Netherlands Embassy (RNE)

Active discussion and negotiations started in the last month of the year 1995. SPO team and the consultants of RNE have jointly worked out the project proposal. It is now pending approval in Hague. Expectations are that RNE shall take over Balochistan and VEP w.e.f. February, 1997.

## 8.4 The Asia Foundation

The Asia Foundation has approved programme cost of IBEP from July, 1996 to December, 1997. The IBEP was previously funded by Unicef which withdrew its

support as of July 01, 1996

The Asia Foundation has agreed to provide short term (18 months) funding to enable SPO to maintain community support mechanism and capacitate the communities to manage the non-formal primary girls schools in the district of Nowshera, NWFP. There are thirty schools being supported now as part of the IBEP which till June 30, 1996 were being funded by Unicef.

The Asia Foundation has also provided funds for Women Emancipation Programme in NWFP that will enable SPO to appoint a female social organizer to mobilize, motivate and organize female groups and transform them into development CBOs. This funding is for two years. It has also signed an agreement with SPO to create a position of GAD Director at National Centre. The incumbent shall coordinate the GAD activities, female group formation activities and social marketing for the Women Emancipation Programme in all the four provinces and Makran.

#### 8.5 Unicef

Unicef provided support for one fiscal year 1995-96 to the IBEP and for nine months (July, 1995 - March, 1996) to the expansion of VEP Programme.

#### 8.6 Embassy of Japan (EOJ)

During the fiscal year 1994-95, EOJ provided funds for the construction of Female Community Education Training Centre at Turbat. Construction work has completed and VEP team moved into the new building on June 30, 1996

#### 8.7 Swiss NGO-Programme Office (SNPO)

SNPO is supporting NWFP programme by providing one Associate Programme Coordinator's cost to implement and support Swabi cluster for a period of one year initially which can be extended.

### Section - 9

#### SPO AS A VIABLE DEVELOPMENT INSTITUTION

##### 9.1 Governance

\* Board of Directors (BoD)

SPO's governance lies with a Board of Directors consisting of 13 members including the Chief Executive. The present BoD was elected in December, 1994 for a period of three years by thirty four members of the General Body of SPO. The members of General Body and Board are in their natural capacity and are volunteers.

During the reporting year:

- a) The Board has approved the Annual Report of 1994-95 and Audited Report of Accounts 1994-95 which were subsequently presented to the Annual General meeting on December 30, 1995;
- b) The Board has passed the first amendment to enhance the number of BoD from twelve to fourteen and this was presented to the Special General Body meeting for adoption. This was done to give equal representation to Balochistan;
- c) BoD started strategic planning activity with the staff and a final document has been prepared;
- d) BoD approved Annual Workplan and Budget for 1996-97 in their meeting of June, 1996.
- e) BoD approved the Management Audit Report and agreed with decentralization plan and Reduction in Force at the National Centre so as to make smooth functioning of SPO possible;
- f) BoD has constituted Project Approval Committee which during the year approved 3 projects;
- g) BoD decided to constitute Regional Project Approval Committees in all four regions. The RPACs have conducted their sessions in Quetta, Lahore and Hyderabad, and so far have approved 8 projects;

\* Senior Management Committee (SMC)

The SMC consists of the Chief Executive, Deputy Chief Executive, all the Regional Directors, Team Leader - VEP and Manager Finance & Administration.

In the reporting year four meetings of SMC were held on July 17, 1995, October 14, 1995, March 17, 1996 and May 17, 1996. The SMC has been meeting regularly and has made important decisions during the year:

- a) Reduction by 15% in the accommodation rates for the Senior Management during their in-country travels. The staff is now using guest houses and small



hotels instead of 4/5 star hotels;

20% reduction in per diem allowances;

- b) MSI (Meritorious Services Increments) have been replaced with MSC (Meritorious Services Certificate);
- c) All monies saved from external projects managed by SPO shall be invested in the endowment fund;
- d) Performance Evaluation Proforma is changed to be more objective;
- e) Regional Project Approval Committees (RPACs) shall have Regional Directors as secretary and presenter of the project. For information the Programme Coordinator concerned shall be available;
- f) Training needs of the staff were identified. The future training shall depend on the TNA (Training Need Assessment);
- g) A separate account of vehicle insurances and depreciation shall be maintained so as to make a provision for replacement of vehicles;
- h) It was decided that the maximum communication between Regional Centres and National Centre should be through E-Mail and Fax so as to minimize the telephone cost;
- i) The SMC held workshop on developing Annual Workplan on the basis of Result Based Management (RBM);
- j) Career path for Programme Coordinators (PCs) was developed. PC shall be inducted as Associate Programme Coordinator (APC). After completion of one year he/she shall get full fledged position;
- k) New Time Sheet has been introduced to provide a better description of staff time utilization;
- l) To review VEP progress an Evaluation Committee has been formulated with Regional Director, Sindh (Leader) and PC (Female) Punjab and PC (Male), IBEP as members to evaluate and report to SMC.

\* Programme Review Meeting (PRM)

This is a six monthly affair, wherein the total Programme Staff participated to discuss programme strategies, success, failures, weaknesses and strengths. Each

region comes up with a detailed report of their work in the intervening period. The administrative and financial issues and matters are also discussed. The forum can recommend the changes in policies related to working conditions and programme directions.

PRC meetings were held in January & July 1996. Major recommendations in them were:

- SPO can fund low cost projects i.e. (below 100,000);
- Provident Fund for employees may be instituted. SPO's share should be drawn from PILOP (Payment in Lieu of Pension) and each employee shall contribute the equivalent;
- No one shall do any consultancy in his/her individual capacity except on behalf of SPO. The gains shall be given to SPO;
- SPO's urdu name was agreed to;
- Provision of chaperons for female PCs shall be at the discretion of the Regional Directors;
- Night travel should be avoided where possible and certainly minimized keeping in view the safety situation;
- The donor situation was discussed with staff and Reduction In Force (RIF) as advised by the Management Audit was shared with PRM. The funds thus saved will be utilized to maintain the Core Programme in all the regions;
- Career structure for employees should be devised so that there should be an incentive for hard innovative work;
- WID Programmes for regions should be developed;
- Visits by National Centre staff were recommended as under:
  - Management Visit by the Chief Executive;
  - Monitoring Visit by the Deputy Chief Executive;
  - Financial and Audit Visit by the Manager Finance & Administration;
  - LIS updating by Programme Specialist, LIS.

At least one visit of these functionaries in a year scheduled in advance so that the routine activity schedules of the Programme team are not disturbed.

- The Regional Project Approval Committee meetings started from April,

1996, when the decentralization of the Project Support Unit was completed.

- The year 1996 shall be observed as the year for the eradication of poverty as decided by United Nations.

\* Advisory Council:

The Advisory Council links SPO Board of Directors with the Government of Pakistan as well as with a consortium of donors on matters of policy development and plans for social sector development.

The membership include:

- Representative members from contributing donors;
  - Representatives from Government Agencies i.e. Economic Affairs Division (EAD);
  - Representatives of the Board of Directors.
- Presently CIDA, EAD and BoD of SPO are represented and the Chief Executive acts as a Secretary/ex-office of the Council.

Role and responsibilities of the Advisory Council are:

- a) Liaise between SPO Board of Directors, Donors and Government of Pakistan;
- b) Provide forum for exchange;
- c) Long term planning.

## 9.2 The Management Structure of SPO

- The General Body of SPO is the overall owner of SPO. It has thirty four members, all volunteers and from the background of social development background. The General Body meets once a year to transact the business as per agenda:
  - a) To adopt Annual Report.
  - b) To adopt Annual Audit Report.
  - c) To appoint Auditors for SPO.

Every third year the election of new Board of Directors is conducted.

- The Board of Directors meets at least thrice in a year:
  - a) To approve Annual Workplan & Annual Budget;
  - b) To approve Annual Progress Report & Audited Report;
  - c) To transact the policy, administration and financial management issues.

The Board reviews the project monitoring report and visits the projects of CBOs randomly.

SPO's complete organogram is given as an Annexure.

### 9.3. Development Resource Centre

Development Resource Centre has been established at SPO with an aim to build public information systems and to share them with its partner development agencies, support organizations and community based organizations (CBOs). DRC contains books, manuals and other resources in various sectors such as training, gender & development, education, environment, NGO management, project development, health, water & sanitation, etc. The books, material and other resources of DRC are available to organizations, consultants and experts.

Development Resource Center considerably improved its functions during last year and effectively served the information and resource needs of its clientele i.e. SPO national center and field staff, NGOs and CBOs. New resource material were acquired from various sources in accordance with the field realities of SPO. A total of 184 manuals, reports and books were acquired during last year and 62 books and manuals were photocopied and sent to the regional offices. People from NGOs and other support organizations regularly visited the SPO and utilized the services offered by DRC. Technical assistance was provided to some of the visitors who were interested in establishing the similar resource centers in their own organizations. Other resource centers were visited to tap the resources available with other organizations.

In order to increase the utilization level of DRC, new arrivals lists which has now become a regular feature of DRC were produced and disseminated. All the newsletters has been arranged in file-cut-racks and special issues are displayed. Other NGOs such as Aurat Foundation, IUCN, Alif Laila Publications, etc. also used SPO's network at the grassroots level to disseminate their calendars, posters, newsletters, etc.

DRC maintains four computerized databases. These databases have been established on CDS/ISIS and the information from them is available to organizations and experts. These databases are;

#### Resource Material Database:

This database is basically a catalogue of books, manuals, video films, etc. In order to enhance the out-reach Development Resource Centres are also being established at the regional centres of SPO.

#### NGO Database:

This is the largest database of its kind in the country. It contains information about the programme and structure of more than 8,500 voluntary organizations of Pakistan. NGOs database is very important database not only for SPO staff but it has been continuously utilized by support organizations, donors and government line agencies. A bi-lingual questionnaire is being circulated by various ways to update the information.

#### Support Organizations Database:

This database provides information about the sector, programme priorities, policies and key personnel of the major support agencies including donors.

The updation of this NGO database is a on-going process as the phone numbers and the addresses of the organizations keep on changing. Previously CBOs have considerably used this database to get information about other support organizations especially the donors. The database has also been used by the researchers and other NGOs to identify the organizations working in a particular sector.

#### Human Resource Database:

Its a database that contains information about experts and consultants working in the social sector.

The DRC is also producing brochures, quarterly newsletters and yearly calendars to be disseminated to CBOs, support organizations, donors and government line agencies as promotional materials.

## Section - 10

### Staff Development

There are three main areas of training as part of staff development programme. Activities undertaken in these areas are given below:

#### 10.1 In-house Staff Development

The year saw a number of in-house staff development events taking place. These were a part of responsibilities of the Programme Specialist Training and Technical Support who has been given the task to develop a long term staff development agenda reflecting SPO's programme priorities and direction. The following activities were carried out in this regard:

- Designing and conducting DPM ToT-1 and ToT-2 workshops for newly

recruited field staff with support from NWFP and Sindh PCs. Reports for both of these four day events have been compiled;

- A two day orientation workshop on Learning Information Systems (LIS) for programme staff facilitated by LIS Programme Specialist;
- Arranged two day workshop on report formats for programme staff facilitated by LIS Programme Specialist;
- A workshop on Budgeting and Financial Management for RDs and ROAs facilitated by Finance Manager;
- Organized Strategic Planning workshop-2 on March 11, 1996 at Margalla Motel Islamabad, facilitated by Cowater, to get recommendations from field staff and partner CBOs on making SPO's new five year strategic plan;
- Strategic Planning workshop-3 on March 14-15, 1996 which was facilitated by Cowater International. It helped in clearing SPO management's vision of SPO's long-term programme;
- A field visit to Community Based Development initiative by LGRDD-AJ&K at Mirpur on April 22, 1996;
- One day workshop was arranged on "Building of Shared Values", which was facilitated by KZR Associates.

## 10.2 In-country Staff Development

SPO also provides trainings to individuals' needs by the staff and by their respective supervisors. Below are summarized such trainings:

National Centre:

- Dr. M. Suleman Shaikh, SPO's Chief Executive to Pakistan Institute of Management (PIM) for Development Management training - August, 1995;
- Shireen Dinar, DRC Administrator attended three day workshop on "Material Development" organized by ADHR - October 27-29, 1995;
- Shireen Dinar, DRC Administrator attended five day course on "Documentation of Human rights violation" organized by VAT and HURIDOCS Asia - April 18-24, 1996;

- Shireen Dinar, DRC Administrator attended English course from the British Council Islamabad - February 11 - March 31, 1996;
- Roland Williams, Communications Assistant attended English course from the British Council Islamabad - April 21 - June 12, 1996;
- Shahid Mehmood, Maintenance Man attended five month course on "Camera Technique and editing" from Hi-Vision Academy Islamabad;
- M. Zubair Kiyani, Manager Finance and Administration attended course on "Junior Executive" at PIM Lahore - March 31 - April 18, 1996;
- Savera Hayat, Section Head - Project Support visited NRSP for experience learning on monitoring and evaluation system;
- Bilal Naqeeb, Section Head - SPONET and Ismat Saeed, Programme Specialist - TS visited NRSP for experience learning on Staff Development Information System;
- Dr. Suleman Shaikh, CE SPO, Ali Akbar, DCE SPO, Samina Islam, Regional Director (RD)-Punjab, Gul Mastoi, RD-Sindh and Ismat Saeed, PS-TS attended course on "Fund Raising" organized by The British Council and Asia Foundation through SINDNET;
- Ambreen Waheed, PS-LIS has attended a GAD Network workshop at ADHR - September, 1995;
- Ambreen Waheed, PS-LIS has attended a GAD Network workshop at ADHR - June 17-18, 1996.

#### Balochistan:

- Rehana Khilji, Programme Coordinator, Programme Coordinator Balochistan attended 14 day workshop GAD Trainer's workshop organized by UNICEF at Lahore - (September 29 - October 12, 1995);
- She also attended a workshop on Upgradation of Environmental Sanitation of Quetta Kachi Abadies organized by Royal Netherlands Embassy.

#### Punjab:

- Samina Islam, Regional Director Punjab attended a Course on "Development course for Supervisor" at PIM Lahore - November 18-30, 1996;



- Samina Islam RD-Punjab, Jamil A. Bhatti and Kishwar Saleem (Programme Coordinators), Rubeen Aziz Regional Office Administrator and Imran Khalid, Office Assistant Punjab attended a two day in-house training on the function of E-mail;
- Three day tailor made course on "time management" was attended by the whole Punjab team;
- Imran Khalid, OA Punjab attended a two day course at LUMS on "Network theory and Practice";
- Rubeen Aziz ROA and Imran Khalid OA attended a course on installation of new version of Software Global Publisher by the vendor;
- Jamil A. Bhatti and Kishwar Saleem, Programme Coordinators Punjab attended a two day post Beijing conference arranged by ASR;
- Jamil A. Bhatti and Kishwar Saleem, Programme Coordinators Punjab attended a two day National conference for development activists;
- Samina Islam Regional Director Punjab attended a workshop on "Post Budget" arranged by Pakistan Institute of Labour Education and Research;
- Programme team visited Low Cost Sanitation Project of YCHR Lahore for experience sharing;
- Samina Islam, Regional Director Punjab received training on wordprocessing;
- Kishwar Saleem Programme Coordinator Punjab attended a 14 day GAD workshop organized by UNICEF at Lahore - (September 29 - October 12, 1995).

#### Sindh:

- G. Mustafa Baloch PC Sindh attended two workshops on "Strategy Development, Training Skills" organized by Sindnet;
- G. Mustafa Baloch PC Sindh attended a 14 day GAD Workshop organized by UNICEF at Lahore - (September 29 - October 12, 1995).

#### VEP Turbat:

- Murad Hasil, Programme & Office Administrator attended a three day

workshop on "Extension education" organized by AIOU Islamabad;

- Murad Hasil, POA-VEP attended a six day workshop on "Human Relation" at PIM Karachi - (March 30 - April 4, 1996);
- Nasreen Hussain, Programme Coordinator attended a three day workshop on "Extension education" organized by AIOU Islamabad;
- Jawaid S. Hussain, Programme Coordinator attended a three day workshop on "Module development for Non-Formal female education for middle" organized by AIOU Islamabad;
- Sangeen H. Gichki and Nasreen Hussain, Programme Coordinators attended one week TOT organized by ADHR;
- Rukhsana Baloch, Team Leader attended a six day workshop on "Junior Executive" at PIM Karachi - June, 1996;
- Nasreen Hussain, Programme Coordinator attended one week course on micro enterprise organized by ADHR;

### 10.3 Staff Development Abroad

SPO does not have the budgetary allowance for sending its staff on training outside Pakistan. Therefore, whenever an international training course is identified for a staff member, sponsors are also identified. During the year following such events took place:

- Dr. M. Suleman Shaikh, CE attended 21st Programme for Development Managers training at the Asian Institute of Management Manila. The training was sponsored by The Asia Foundation;
- Gul M. Mastoi, RD-Sindh attended an international course on Issues for Rural Development Professionals in September, 1995 sponsored by The British Council through Sindnet;
- Kishwar Saleem, Programme Coordinator Punjab and Rehana Hashmi, Regional Director NWFP attended a 12 day NGOs Forum at Beijing Women's World Conference from September 4 to 16, 1995 sponsored by Multi-Donor Fund Unit (MFU);
- Ismat Saeed, PS-TS attended a 21 day workshop on WID-Income Generating and Fertility organized by Population Development Association at

Bangkok Thailand, sponsored by CIDA-WID fund;

Section - 11

## LEARNING INFORMATION SYSTEM

The Learning Information System concept is central to SPO's image as a proactive community focused organization and the rate at which it develops its capacity to analyze information meaningfully would be a measure of SPO maturing into a learning organization. SPO's strategic plan envisages the LIS as a dynamic apparatus capable of interpreting indicators from the field in a way as not only to support decision-making by management, but also enabling the organization as a whole to reflect on its past successes and failures, with a view to affecting change at critical junctures without disrupting the pace of work.

Since SPO's inception as a local NGO, it was only in January, 1995 that the development of the LIS was taken up in earnest. The first step was to develop reporting formats and procedures for developing Indicators which led the way to set up manual system for M&E including finalizing a set of indicators for Monitoring and Impact analysis, and built-in procedures for collecting data, on field activities and against those indicators. LIS has started producing computerized "monthly activity reports" since March 1996. At present the LIS team is engaged in developing software for result-based reporting, which involves

collecting information against the indicators established for our partner CBOs and running a performance analysis. According to the present work-plan, the second phase of the LIS involving the generation of result-based reports, should be completed by December, 1996.

In it's task of analyzing data from the field, LIS understands the need to collect only the information most relevant to SPO's learning capacity. It is also important for the LIS to be able to use indicators which reflect not only quantitative progress against projected goals but also those which enable SPO to better understand the context of it's work and assess the quality of it's interaction with community-based organizations. Most importantly, LIS is aware of it's responsibility to present specific information to all SPO stakeholders in an easy to understand format.

### 11.1 LIS Concept

The whole process begins with the LIS section providing data collection formats to the field-based teams which are completed during the various steps leading to formalizing partnerships with SPO's community counterparts. Once returned from the field information from these forms is directly fed into a computer for analysis. The results are then formatted into decision support formats such as performance records, systems constraint analyses, cost-benefit analysis and comparisons of trends and projections.

LIS rely on a two-way information flow between the field and national center levels. All procedures for the LIS monitoring and evaluation role have been developed keeping in view the constraints and obstacles faced in data collection by field staff. As far as is realistic and cost effective, a set of practical indicators has been developed with a built-in system to improve them and enhance their interpretive value as the LIS matures. The indicators developed thus far reflect the complete consensus and involvement of stakeholders at each level, which include individual key members of the community, community-based organizations (CBOs), SPO's field staff, technical support staff and senior management.

As far as practical, information collection has been made cost effective by simple formats which are easy to understand at the field level, without compromising the quality of the information required for analysis. It has been a constant endeavor on the part of the LIS team to design LIS formats, questionnaires and reporting procedures capable of involving communities and CBOs and motivating them to respond accurately to the various queries. By guaranteeing reliable and realistic data, LIS can put greater confidence in the outputs generated for decision-making. A most important activity which complements the process of data collection and analysis on a continuous basis is the training for field staff and CBO members. By building a greater understanding among people who use the LIS formats, and as a consequence creating a more observant, focused, and analytical stakeholder group,

the LIS hopes to be able to encourage a learning culture in the whole organization.

The design of the LIS has been kept very flexible. It is capable of catering to different type of activities and different set of indicators. The software is designed in such a way that the same computer module will be able to process information pertaining to a wide variety of interventions. Even NGOs/CBOs will be able to conduct their own assessment by only changing the set of indicators and the set of criteria.

In addition to supporting management in decision-making and planning, LIS updates on NGO/CBO performance status will be available to all SPO partners on a regular basis. When operational the information would be able to flow through conventional communication media or E-mail.

The LIS section realizes that the LIS cannot be more ambitious than it already is. It is not configured to respond to requests seeking information outside of the parameters established from time to time. LIS section is also keen to clarify that LIS is not simply a computer-based report generating system. In fact it is a blend of a manual and computerized processes leading to a meaningful use of information. LIS is also not simply a Management Information System with a unique title (fig. 1), but is geared to engender an organizational culture that values dialogue and learning (fig. 2). The LIS concept represents a set of parallel and linked activities which lead from collection of data from community-based sources to a holistic appraisal of SPO's impact. The attached flow diagram presents the LIS concept and it's internal linkages (fig. 2).

Progress on the LIS has followed an overall encouraging path. However, to deliver the results that SPO's strategic plan expects in the time envisaged, the LIS team needs to be strengthened.

Section - 12

FINANCIAL REPORT

12.1 AUDITOR'S REPORT TO THE MEMBERS

We have audited the annexed balance sheet of Strengthening Participatory Organisation as at 30 June 1996 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 and the income and expenditure account 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 1996 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.

KPMG,

ISLAMABAD

TASEER HADI KHALID & CO.

Chartered Accountants

12.2 Strengthening Participatory Organisations

Balance Sheet as on 30 June 1996

1996 (RUPEES)	1995 (RUPEES)
FIXED ASSETS - AT COST	
8,359,544	7,887,932
LESS: DEPRECIATION	
2,201,397	1,486,224
<u>6,158,147</u>	<u>6,401,708</u>
<b>CURRENT ASSETS</b>	
Advances, deposits, prepayments and other receivables	
3,436,249	2,774,561
Cash and bank balances	
35,005,338	36,088,538
<u>38,441,587</u>	<u>38,863,099</u>

**CURRENT LIABILITIES**





1,597,434	1,173,695
Disbursements from funds managed on behalf of other organisations (4)	
5,059,532	1,878,608
<u>32,060,843</u>	<u>25,346,202</u>
EXCESS OF (Revenue over Expenditure / Expenditure over Revenue)	
(181,237)	23,674,076
PROVISION FOR TAX	
---	(600,000)
TRANSFERRED TO RESTRICTED FUNDS	
1,211,090	(22,613,262)
TRANSFERRED TO RESERVED FUNDS	
1,200,000	<u>                    </u>
(DEFICIT)/SURPLUS FOR THE YEAR	
(170,147)	<u>460,184</u>
<u>                    </u>	<u>                    </u>

Dr. M. Suleman Shaikh  
ISLAMABAD Chief Executive  
Chairman BoD

Mr. Javed Jabbar

12.4 SPO Notes to the Accounts for  
The Year Ended 30 June 1996

1996 (RUPEES)	1995 (RUPEES)	
1. Programme Expenses		
Staff costs		
11,463,223	9,177,888	
Travelling and conveyance		
2,635,123	2,042,269	
Vehicle running and maint.		
836,513	887,104	
Office Supplies		
243,007	247,577	
Telephone and postage		
836,545	903,158	
Resource materials/publications		400,200
116,240		
Training and development		
1,959,003	637,787	
Publicity and promotion		
18,155	65,862	
Office rent		
678,720	676,672	
Office utilities		
201,056	309,862	
Legal fees		
130,588	83,223	
Maintenance and renovation		
356,561	338,139	
Miscellaneous		
35,178	25,762	
19,844,463	15,460,952	
2. Administrative Expenses		
Staff costs		
2,523,265	2,856,992	
Travelling and conveyance		18,704
202,620		
Telephone and postage		
507,959	770,295	
Vehicle running and maint.		258,877

	393,657		
Office rent			
462,000		451,500	
Utilities			
202,993		196,883	
Maintenance and renovation			248,484
	330,616		
Office supplies			
177,470		227,072	
Legal and professional charges			39,532
136,947			
Audit fee			
65,000		45,000	
Publicity and promotion			5,775
	129,761		
Miscellaneous expenses			59,411
	39,674		
	<u>4,569,470</u>	<u>5,781,017</u>	
Add: Depreciation			
989,944		1,051,930	
	<u>5,559,414</u>	<u>6,832,947</u>	
	=====	=====	

12.4 SPO Notes to the Accounts for  
The Year Ended 30 June 1996

1996	1995
(RUPEES)	(RUPEES)

3. GRANTS to NGOs/CBOs

Grants were given to the following:

Citizen Commission for Human Development		—
	95,000	
Village Welfare Association		—
	242,500	
Social Welfare Society		—
	20,900	
TanzeemBehboodAwam		

Majlass-e-Swat		
6,806	12,757	
Villagers Welfare Organisation	—	
23,408		
Pakistan Khaskheli Jamat		—
30,000		
Progressive Women Association		—
26,380		
T.B. Association		
—	88,750	
Association of Business Professional and Agricultural Women		—
80,000		
Evershine Social Welfare Org.		100,000
150,000		
Social League Safiabad		
114,428	91,000	
Welfare Society Moinuddinpur		—
313,000		
Tanzeem Ittehad-e-Nawjwanan		299,200
—		
Social Welfare Society Gunianwala		
210,000		
Dehi Samaji Traqati Council	—	299,000
—		
Anjuman-e-Samaji Behbood		200,000
—		
Gul Welfare Association		165,000
—		
Super Star Welfare Organisation		203,000
—		
<u>1,597,434</u>	<u>1,173,695</u>	
=====	=====	

12.4 SPO Notes to the Accounts for  
The Year Ended 30 June 1996

1996	1995
(RUPEES)	(RUPEES)

4. Disbursements from funds managed

on behalf of other organisations

British Council		
- Village Education Process		
242,107	192,082	
British High Commission		
- Marie Stopes Society Project		605,590
915,084		
UNICEF - Female Literacy		
Situation Analysis		
1,629,950	407,104	
Japanese High Commission		
- Female Community Education		2,066,135
276,928		
Salinity Control and		
Reclamation Project		
499,250	87,410	
KIDP		
	16,500	
<u>5,059,532</u>	<u>1,878,608</u>	
=====	=====	

## 5. Commitments and contingent liabilities

5.1 During the year 1995-96 the company's Board of Directors approved eight projects amounting to Rs. 2.84 million of which the company's commitment is Rs. 1.96 million spread over two years. With the approval of these projects the company has committed a total of Rs. 27.03 million. Commitments outstanding as at 30 June 1996 amounted to Rs. 6.70 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 - 1*

### **LIST OF SPO GENERAL BODY AND BOARD OF DIRECTORS**

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

- ++ Chairperson SPO BoD,
- + Vice Chairperson SPO BoD,
- Member SPO BoD