

Strengthening Participatory Organization

Annual Report 1999-2000

SPO Mission Statement

To strengthen rural and urban CBOs to assist poor and disadvantaged sections of the communities to achieve their goals for sustainable development through a participatory approach.

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FOREWORD from CHAIRPERSON

The initials “SPO” may be an accurate and convenient way to shorten and identify the name of our organization. But even after one remembers the apt reflection to the effect: “What’s in a name?” our alphabets fail to convey the warm, emotive, rich dimension of human relationships that characterizes this entity.

This facet becomes all the more remarkable because we are not a conventional service-delivery body whose function of providing tangible, visible gifts or benefits to the people understandably evokes sentiments of appreciation.

The real core of our work represents the effort to achieve a real yet intangible recognition by both the people we work with, and by ourselves, of the innate talent that exists in each person and the vast potential for the achievement of self-reliance by communities as we build the capacity of groups that have already shown signs of self-awareness.

The nature of our work, our composition, our locations of activity and our intensive combination of voluntary leadership with professional staff make us a truly one-of-kind body in our country.

The contents of this Report, particularly its candid, self-critical parts, reflect the relevance of our shared struggle.

Having had the privilege of being associated with the formation of this organization as a co-founder member with Farida Sher and Tariq Banuri and having served on its Board of Directors since its first day, I have come to value greatly my relationships with all those that are part of this process: the communities, the staff, fellow members, Government personnel and donors.

As I step aside from the position of Chairperson of the Board before completing my second term in order to be able to give undivided attention to my responsibilities in the Federal Cabinet, I remain confident that my distinguished colleague, Farida Sher, will help guide the unique SPO process and team with the insight and strength required for the next phase of the journey.

Javed Jabbar
Chairperson SPO

INTRODUCTION

I am pleased to present the 1999-2000 Annual Report of SPO. While the report documents our efforts during this period, it also provides us with an opportunity to share with our partners our learning from their valuable feedback.

The format used for this year's report is different from that of previous years. This Report is divided into six main sections: The **First Section** introduces SPO as an organization and explains the philosophy that guides us. The **Second Section** details our achievements during the year in our programme areas. The **Third Section** focuses on sectoral projects and as such concentrates on our work in the districts of Dera Ismail Khan and Kohat. The **Fourth Section** provides an overview of our governance and management. The **Fifth Section** describes the countrywide Stakeholders' Workshops on Devolution of Power at the Grassroots level. While the **Sixth Section** is about the financial aspects of the programme.

Each sub-section in **Section II** has again been divided into three sub-sections. The first sub-section deals with our work in the overall context of our partner organizations in general; while the second sub-section focuses on our activities with female partner organizations. This sub-section highlights our activities in this vital sector motivated by our commitment to help women realize their full potential in development. The third sub-section seeks to analyse the results achieved against the workplan objectives of each geo-locale. In order to avoid duplication, only the variances in SPO's programmes are narrated in this sub-section.

I would like to take this opportunity to thank all our partners - the Government, donors, civil society, and our partner communities for their continued trust in, and support for, our programmes. SPO's work in its limited but meaningful way helps to capacitate CBOs/FDOs and communities in general for a more equitable and sustainable form of development.

I thank all the Members of our Board of Directors and the General Body who regularly sacrifice personal, professional and family time to provide guidance, support, technical expertise and encouragement on a voluntary basis.

Last but not least, all of the SPO staff and in particular the field staff, be they programme coordinators or our vehicle drivers, for continuing to devote their week-ends and other holidays, often without availing any compensatory leave. Their families therefore deserve perhaps my most profound thanks for allowing them to commit so much time to SPO and its programmes.

Ali Akbar
Chief Executive

ABBREVIATIONS and ACRONYMS

AGM	Annual General Meeting
AZT	Anjuman-e-Zanana Taleem (Women's Education Organization)
BoD	Board of Directors
CE	Chief Executive
CBI	Capacity Building Indicators
CBO	Community Based Organisation
CHC	Canadian High Commission
CIDA	Canadian International Development Agency
DPM	Development, Planning and Management
DRC	Development Resource Centre
EC	European Commission
ECCD	Early Childhood Care Development project
EPM	Education Planning and Management
FDOs	Female Development Organizations
FOs	Female Organizations
FPAP	Family Planning Association of Pakistan
GAD	Gender and Development
GB	General Body
INC	Information Network Centre
IT	Information Technology
IUCN	International Union For Conservation of Nature
KSM	Key Social Marketing
LIS	Learning Information System
NATPOW	National Trust for Population Welfare
NC	National Centre
NCRD	National Centre for Rural Development
NGO	Non-Governmental Organisation
NGORC	NGO Resource Centre
NIPA	National Institute of Public Administration
NRB	National Reconstruction Bureau
NWFP	North Western Frontier Province
OPP	Orangi Pilot Project
PC	Programme Coordinator
PDC	Participatory Development Coalition
PNCC	Pakistan NGO Coordination Council
PNF	Pakistan NGO Forum
PO	Partner Organization
PRA	Participatory Rural Appraisal
PRM	Programme Review Meeting
PS-LIS	Programme Specialist - Learning Information System
PS-TS	Programme Specialist - Technical Support
PSU	Programme Support Unit
RBM	Result Based Management
RCs	Regional Centres

RD	Regional Director
RH	Reproductive Health
RPAC	Regional Project Approval Committee
RSDP	Rural Social Development Programme
SMP	Social Marketing Pakistan
SPO	Strengthening Participatory Organisation
SHF&A	Section Head Finance and Administration
SMC	SPO Management Committee
SSF	Social Sector Fund
TOT	Training of Trainers
TVO	Trust for Voluntary Organizations
VEP	Village Education Programme
WB	World Bank
WEP	Women Emancipation Programme
UNICEF	United Nations International Fund for Children and Education

EXECUTIVE SUMMARY

The period of July 1999 to June 2000 was a year of expansion for SPO. While consolidating our existing efforts, we continued to reach out to new partners in new geographic locations. Through these initiatives we were able to identify 141 partner CBOs to work together to achieve the mutual goal of poverty alleviation in some of the more marginalized areas of the country.

We joined hands in partnership with 113 of these organizations on a variety of projects, finalized after a thorough assessment of their potential and capacity assessed on the basis of SPO's Capacity Building Indicators. The remaining 28 CBOs are at varying stages of this process of achieving a required level of capacity.

In order to enable our partners to reach a shared level of understanding and capacity so as to manage the daunting task of development, we provided them with extensive training in-puts. The Development Planning and Management (DPM) training process remains one of the most significant interventions in this context. A total of 228 DPM activities were conducted with partner organizations at different levels of the training cycle during the year. Other capacity building initiatives included project-specific training activities on environment, gender and development, micro-finance, health and education.

In order to create an effective network to fight the vicious circle of poverty, we created linkages between our partner organizations with other entities in the development arena: the Government line agencies, other NGOs/CBOs and donor agencies. The process was replicated at all levels on a horizontal basis, and provided our partners and us with valuable opportunities for exploring collaborative potential for sharing experiences and best practices.

Awareness-raising and advocacy on key poverty alleviation themes remained important activities. This was achieved through a series of workshops, seminars and exchange visits with the impact duly manifesting itself in a more refined approach of all concerned towards the dynamics of poverty alleviation.

Women's emancipation is at the core of our development interventions. All partner organizations, irrespective of location and project nature, continued to place an added emphasis on this central theme in their programmes. Thirty-five new female groups were formed during the year. They were provided with extensive inputs and support by our field coordinators to enable them to work towards women's empowerment and to make their valuable contributions to the process of development.

Transparency and accountability in our relationship with our donors as well as our partner communities have always been hallmarks of our programme. These practices continued with added emphasis on further improvement of governance patterns and processes at all levels.

The participation of, and inputs provided by our communities, the General Body and the Board of Directors always proved invaluable, enabling us to take stock of our strengths and weaknesses and fine-tune our strategies to become more cognisant of, and responsive to the development needs and aspirations of our stakeholders.

Shortly after the Chairperson of SPO Mr. Javed Jabbar became a member of the Federal Cabinet in November 1999, he tendered his resignation from the post of Chairperson. He was re-elected to this position in 1998 for a second 3-year term. While accepting his resignation the Board requested him to continue as a member of the Board and recorded its appreciation for the services he rendered as Chairperson. The Board elected Ms. Ferida Sher, the Vice Chairperson, as Chairperson of SPO. Ms. Sher brings to her position a long, close association with SPO's work and her own vast experience as a development activist.

Keeping our partners and their communities informed of any major shifts that are likely to affect them in a significant way is a vital part of SPO's capacity building process. It was precisely for this reason that SPO invested substantial time and effort in informing the people and specific communities of the Government's plans to devolve power to the local level. SPO initiated a series of seminars at the regional level and their results were synthesised at a national seminar. Conclusions and recommendations were shared with the National Reconstruction Bureau (NRB).

With the coming on-line of three principal donors for the respective next phases, SPO substantially improved its funding situation. But the lack of long-term financial support for VEP meant that SPO continued to keep VEP operational from its own very limited reserves.

SECTION I

SPO: AN INTRODUCTION

The First Steps: Inception of SPO

In 1987, an agreement was concluded between the Government of Pakistan and the Canadian International Development Agency (CIDA) to set up the Pak-Canada Small Projects Office (SPO) to provide support to non-government community based projects. This project had a limited time span, but rendered useful support at the micro-level.

In 1992, three leading development activists, i.e. Tariq Banuri, Ferida Sher and Javed Jabbar were invited to help organize the transition from the Small Projects office to the creation of an indigenous, autonomous non-governmental organization. Ralph McKim who had been associated with the Small Projects office for several years and others helped implement the transition.

In early 1994, with the explicit support and approval of the Economic Affairs Division, Government of Pakistan and CIDA, SPO registered itself under The Companies Ordinance 1984 as an indigenous support organization. SPO staff played an instrumental role in the identification and selection of the founder members, who, as the Board of Directors and founding members, became SPO's legal owners.

SPO thus moved from a position of being a small-scale funding agency to one that focuses on development management and institutional support to community-based organizations.

Under its Articles of Association, SPO has a well-defined two-tier governance structure. The General Body Members (currently 34 in strength) hold shares of nominal value of Rs. 100/- each and are non-profit earning. They shoulder ultimately responsibility for SPO. The second tier comprises of 14 members of the Board of Directors and deals with the over-all policy which direction of SPO.

Reaching Out: Geographic Coverage

SPO derives in-put from a rich variety of sources. This begins with a General Body of 34 widely respected development practitioners with experience of diverse backgrounds serving on a voluntary basis. Every 3 years, the General Body elects a 14-member Board of Directors to provide strategic in-put and direction, the BoD formally meets at least thrice each year. In between meetings, individual members interact frequently with SPO's National Centre and the Regional Centres to facilitate work. A highly motivated team of staff conducts day-to-day operations. A broad spectrum of over 650 partner organizations works throughout the country to help alleviate the sufferings of the poor and the marginalized. We have thus evolved ourselves into a truly unique organization. This very uniqueness, however, mandates a physical presence at strategic locations in the country as well, to help ensure the effective implementation of our poverty alleviation strategies in the field.

Based on this realization, we have established four regional centres at Hyderabad, Multan, Quetta and Peshawar, apart from our field offices at various locations. Supervised by a Regional Director with input from a team of development professionals, each Regional Centre is responsible for planning, implementation, monitoring and evaluation of the organizational activities carried out in the respective province.

Joining Hands in Development: The Partners

Our 650 partner organizations are selected through a series of methodical assessment and evaluation procedures, ranging from observational field visits to structural analyses against the standard Capacity Building Indicators. The aim of these exercises is to select the organizations with a strong root-base within their respective communities, possessing a commitment to improve their living environment through collective and productive use of existing resources while empowering themselves to access new ones.

The selection process and the ensuing partnership with a CBO is followed by a series of efforts aimed at empowerment of the CBO staff to enable them to effectively manage the task of development. The primary event in this context is the completion of the Development, Planning and Management (DPM) cycle. In addition, they are also provided with project-specific training to help build their capacity.

The project selection process is also based on a thorough situational analysis of the local environment, socio-economic conditions, priority needs, and the capacity of the local organization to effectively and efficiently manage projects. The key emphasis of the whole project philosophy lies in the involvement of the local communities so as to ensure the sustainability of the project. Also, in order to have meaningful development take place, it has been rendered mandatory that the benefits of these projects should be targeted at the more marginalized and vulnerable groups with communities.

We understand that no development effort can be successful and sustainable in isolation. Based on the same understanding we strive to create linkages between our partner CBOs with other development actors from the government line agencies, donor organizations and other NGOs/CBOs in order to forge an alliance against poverty.

Guiding Themes

Our guiding themes come from our understanding of the underlying causes of poverty, which, in turn, guide our programmatic strategies and direction. While shying away from traditional service delivery and welfare-oriented projects, which can create a sense of dependence and reliance within the community's mindset, we have oriented ourselves towards empowering and awareness-raising interventions. The primary objective of this approach is to help create a self-reliant mentality, which enables our partner communities to take charge of their own development through a productive and appropriate utilization of their potential, indigenous resource-base and surrounding services.

A: Education for All

Sufficiently educated communities working as development managers are pivotal to the success of development efforts. Therefore, education is the central theme of our development interventions. Our efforts in this context are conducted largely through our partner organizations. These in-puts range from providing financial and technical assistance for sustaining and improving the existing educational facilities as well as assisting in the creation of new facilities. Our interventions cut across the boundaries of the traditional formal educational system. We focus our efforts on non-formal and informal education as well so as to mobilize those left out from the formal education net, and retrieve them from marginalization. We seek to empower our communities through education. Hence, emphasis is laid upon integrating capacity-building initiatives with educational interventions. Our educational activities also take into account local realities and needs, so as to channel the "learned" potential towards the overall development of the area. It is this realization that has helped to place female literacy at the heart of all our interventions in this sector.

B Human Resource Development

Our capacity building initiatives are geared towards enhancing the local skill-base in order to create a resource pool of local development activists. A whole DPM cycle is put into effect at the very commencement of the partnership process. The DPM training encompasses ‘Development Concepts, Leadership, Organization management (DPM1-A), ‘Situation Analysis’ (DPM1-B), ‘Planning and Proposal Development’ (DPM2), and ‘Implementation, Monitoring and Evaluation’ (DPM3). Each step is accompanied by a follow-up phase to assess impact on, and learning by, participants. There is a final review at the culmination of the training cycle through an assessment based on the capacity building indicators that have specifically been developed by SPO for measuring organizational capacity.

However, the process of capacity-building does not end here. The community organizations are continually provided training on various programmatic themes including financial management, environmental awareness, gender and development, and micro-credit, apart from the assistance provided for the expressed needs of the CBOs. The linkage building initiatives also contribute towards the same end through orientation field visits, seminars and workshops and other experience-sharing activities.

C: Gender and Development

Gender remains an over-riding theme and a cross-cutting subject in all our development initiatives. We recognize that if half the population is deprived of its basic human rights and basic minimum needs, the cause of justice and equity is not served. Further, in order to break free of the vicious circle of poverty, it is mandatory that all the elements of a society contribute to a concerted and co-ordinated effort. We believe that effective participation of women in the over-all development cycle must be made a pre-requisite for all policies and programmes.

Our gender strategies embody this objective. All our partners develop and strengthen the role of women in the development process through an increased percentage of their participation in the development projects; increased amount of economic activity undertaken by, and benefiting female community members. At least 30% of all project partners are women; and an increased number of women are involved in the decision-making processes that incorporate women-specific concerns.

Efforts aimed at achieving these objectives include women-specific education programmes at Turbat, formation of female groups in all areas and locations of our activities, capacity building of these groups to plan and manage development projects particularly in the spheres of health, education and micro-credit, and creation of an environment generally conducive for women to enhance their potential as participants in and contributors to, the process of development, with the eventual objective of achieving gender equity.

D: Environment

Environment is another cross-cutting theme in SPO programmes. Our development strategies are formulated with a careful consideration of their impact and relationship on the local, and over-all

environment. Awareness-raising on environmental issues through seminars, workshops and informal dialogues with partner organizations and communities has been the focus in all our programmes and partnerships. Emphasis is laid upon a sustainable utilization of resources so as to create harmony between the development process and available natural resources.

Through technical support from the International Union for Conservation of Nature (IUCN), we have introduced an element of “Greening the DPM training”. This focuses on the basic environment, and explains to CBOs as to how and where to go for more specialized in-puts such as preparation of an Environmental Impact Assessment (EIA) prior to the implementation to the project.



SECTION II MAKING A DIFFERENCE: OUR ACHIEVEMENTS

PUNJAB REGION

In view of the scale of operations in the province, the Punjab SPO region is divided into two administrative sub-regions. The Programme Unit at the National Centre in Islamabad oversees the northern Punjab sub-region, while our office at Multan manages the operations within the southern sub-region.

The following is an over-view of our activities in the region during 1999-2000.

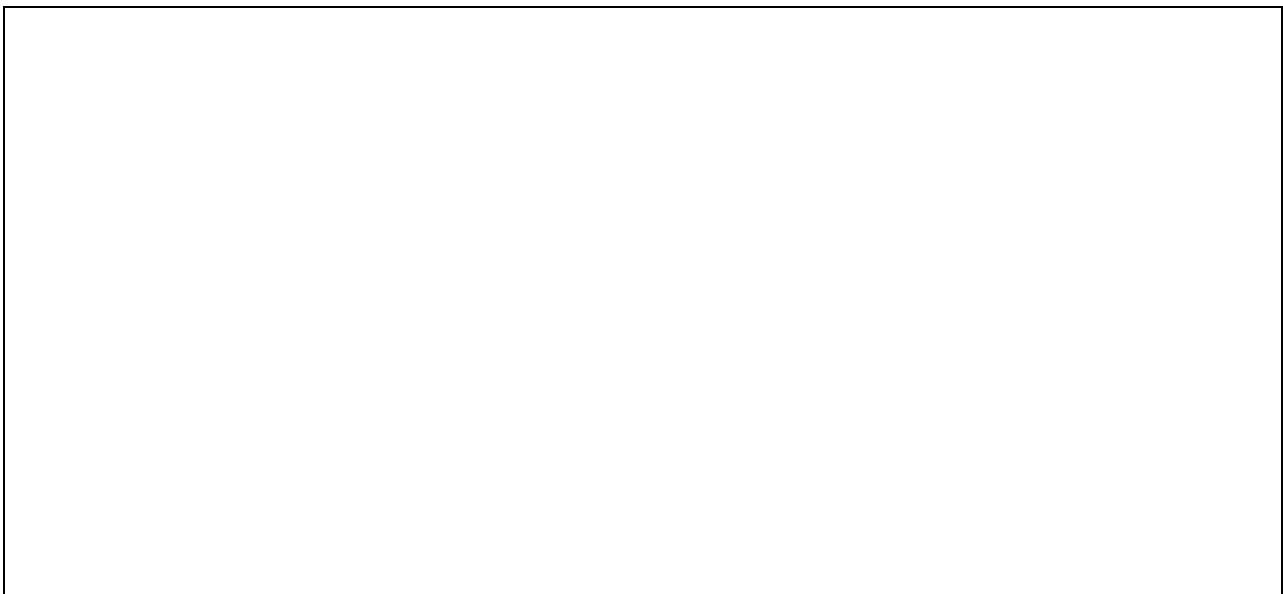
Identification and Assessment of New Partners

49 new CBOs were identified for partnership during the year. Of these, 39 belonged to the southern, and 10 to the northern region.

In the meantime, the process of cluster formation with the existing partners continued. Four new clusters were formed, one each at Jahanian, Lodhran, D.G. Khan (southern sub-region) and Sargodha (northern sub-region).

DPM Cycle

Twenty-five DPM training courses were organized, with the Multan office conducting 18 of them. Each DPM step was succeeded by a 'follow-up' phase in order to assess the level and degree of understanding of the participants.



The following is a breakdown of these training events.

Training Step	Southern sub-region	Northern sub-region
<i>DPM 1A</i>	4 (Jahanian, Lodhran, D.G. Khan, Khanewal)	2 (PDC Wazirabad & Sargodha)
DPM 1B	7 (Alipur, Khanewal, PDC Muzaffargarh & Kot Addu, Jahanian, Lodhran, D.G. Khan)	2 (PDC Mandi Bahauddin & PDC Wazirabad)
DPM 2	4 (Alipur, Khanewal, PDC Muzaffargarh & Kot Addu)	2 (PDC Mandi Bahauddin & PDC Wazirabad)
DPM 3	3 (Alipur, PDC Muzaffargarh & Kot Addu)	1 (PDC Mandi Bahauddin)

Other Capacity Building Initiatives

Apart from the above-mentioned training courses, we continued to provide technical assistance to our partners tailored to their project specific needs.

The following are the key activities organized in this sector:

- Six consultation meetings were conducted to provide technical support to CBOs
- Initial linkages of partners were created with the Canada Fund, Embassy of the Japan (GRA) and TVO (Multan)
- Seven special events were supported on devolution of power at Multan, Bahawalpur, DG Khan, Muzaffargarh, Lodhran, Sheikhpura and Lahore
- Financial and Technical support was provided to PNF and PNCC on the Punjab NGOs Convention and the Pakistan NGOs Convention
- Three CBOs of the Khanewal cluster which had expressed willingness to develop a project proposal on sanitation were provided an opportunity to visit Faisalabad, where an NGO has replicated the OPP Model
- A one-day convention was arranged with Bahawalpur NGOs.

PDC Formation

One new PDC was formed in Alipur by the southern sub-region, whereas both sub-regions continued their efforts towards strengthening the existing PDCs. Two PDC strengthening activities were carried out, one by each sub-region. Similarly, the process of undertaking PDC Training Needs Analysis and capacity building initiatives were also underway with two PDCs in each sub-region.

Monitoring and Evaluation

Project Monitoring activities were undertaken with five and four old projects in the southern and northern sub-regions respectively.

Choti-funding

After successful completion of the DPM2, the CBOs are provided with micro-level funding for initiation of a small-scale project and to put their learning into practice. Sixteen choti-funding grants were released during the year to the CBOs in the southern sub-region.

Workshops/Seminars

- A three day workshop on GAD was conducted with three clusters
- A seminar on Role of Networks in regional development was arranged
- Five media forums were held in co-operation with Urdu newspapers: *Khabrain*, *Nawa-e-waqt*, *Din* and *Sangemeel*
- Three stakeholder workshops were arranged at Mian Channu



Group Exercise at a GAD Workshop, Southern Punjab

Bridging the Religious Divide to Bring Communities Closer ...

Who amongst us is not aware of the highly disturbing incident that took place in Shanti Nagar in 1997? This is one of the worst examples of religious dissonance in the history of Pakistan. In February 1997 extremist elements leading about twenty thousand militant Muslims attacked a Christian village (Chak # 72/10-R) called Shanti Nagar (land of peace), located 10 km south east of Khanewal, in the presence of almost 350 policemen. More than 80% of the village was destroyed. According to a survey report published in The News (14th Feb, 1997), 598 families and 8,574 people were affected by the incident during which 125 shops and 1,889 houses and 13 churches were also burnt to ashes in and around Khanewal and Shanti Nagar area.

Since its inception, Pakistan has faced many problems regarding the protection of minorities' rights. This incident served to highlight how some extremists want to make us into an intolerant society. The Christian church organizations and many foreign donors distributed more than Rs. 1 million (in kind and in cash) as rehabilitation aid to the affectees. Among the newly formed clusters in southern Punjab, one was made up of CBOs from Christian communities settled in and around Khanewal. SPO-Multan strategically selected this area two years after the incident. There were strong reasons and motives behind this intervention. The focus of the team was on the after-effects, which included:

- *A sense of insecurity in the Christian community in Pakistan*
- *Attempt to create religious disharmony between the Muslims and the Christians*
- *Shift of emphasis in external interventions from development to charity due to the huge relief funds provided to affectees as aid*
- *A sense of isolation amongst Christians. They began to think that they have no rights to the resources of Pakistan as taxpayers and as citizens.*
- *The polarization of communities was encouraging the emergence of more manipulative leaderships whose aim was to exploit this tense situation for ulterior ends.*

SPO developed a strategy to overcome and meet these challenges in line with SPO's mission, based on the following objectives:

- 1. To promote religious harmony*
- 2. To reduce the sense of insecurity*
- 3. To reiterate that Christians are also citizens of Pakistan and have equal rights to State resources.*
- 4. To re-direct supportive efforts from charity to development.*

SPO Multan implemented these strategies and succeeded in forming a full-fledged cluster. SPO conducted Development and Planning Management (DPM) workshops and awareness-creating seminars with these CBOs. SPO helped CBOs to develop their linkages with CIDA and with other donors. Another very important activity of SPO-Multan was the holding of awareness-building seminars, discussion forums and consultation meetings with 8 Muslim clusters with a special focus on emphasizing the unifying universalism of mysticism.

As a result of these efforts made by SPO-Multan, in Dec.1999 our Christian cluster of CBOs arranged an 'Iftar-o-Sehar' party in the Muslim holy month of Ramazan. Almost 350 Muslim male/female representatives from our 8 clusters attended this event and subsequently they celebrated Christmas with the Christian friends. They cut Christmas cakes, distributed sweets among the Christian communities and sang songs together.



Entertainment at the Iftar-Christmas dinner party

The restoration of a sense of confidence amongst Christians is a long-term process and through this joint celebration SPO-Multan helped to dilute the effects of the 'Shanti Nagar' incident.

WOMEN'S EMANCIPATION PROGRAMME

Female Group Formation

A total of four female groups were formed, preceded by a series of motivation and mobilization efforts. Of these, three groups were formed in the southern sub-region (Muzaffargarh, Kot Addu-C, Kot Addu-D) and one in the northern sub-region (Mandi Bahauddin).

Initial CBI assessments were carried out with the female groups in Kot Addu and Jehan Khan localities.

DPM Cycle

Training Step	Southern sub-region	Northern sub-region
DPM 1A	3 (Muzaffargarh, Kot Addu-C, Kot Addu-D)	1 (Mandi Bahauddin)
DPM 1B	2 (Muzaffargarh, Kot Addu-C)	1 (Mandi Bahauddin)
DPM 2	1 (Muzaffargarh)	1 (Mandi Bahauddin)
DPM 3	-	1 (Wazirabad cluster)

DPM-II Workshop, Female Cluster, Sargodha

Getting Started ... the story of the Kiran Welfare Society, Sargodha (in their own words)

A few of us got together in the form of a group in order to do some welfare work for our community. We did not have any name for our group in mind. There were no funds involved and activities were carried out on a very small scale on a self-help basis. Most of the time we used to gather around learning activities such as embroidery and sewing and anything produced was normally sold within the family or, at best, within our own village.

Meanwhile, we came to know about SPO through the SPO Programme Coordinator and about its Women's Emancipation Programme. She provided us with a detailed orientation about SPO's work and mission and how it helps organizations to transform themselves into sound development organizations. Although there was no male organization in the village that could support us, we nevertheless regarded it as a great opportunity and decided to become a partner organization of SPO. Initially the leaders of our village were not happy about the formation of our organization and put up a lot of resistance against it. We requested the PC-WEP to help us in this regard and after a series of meetings with members of our families and village elders she

managed to convince them about the need for, and the importance of our organization. As result of SPO's effort and our steadfastness, these people are now supporting us in our development work. They now also provide small donations to our organization.

We named our organization as the Kiran Women's Welfare Society. We have set our objectives and held elections in accordance with the guidance and training provided by SPO. Our first activity was to set up a sewing centre. Here, the girls are taught sewing and embroidery work. We do not charge any fee from girls of poor families. The teacher gives her time voluntarily. We have also established a dispensary on a self-help basis. We have motivated a lady doctor to volunteer her time one day per week, on a charge of Rs. 3 to 5 as a nominal "parchi" fee per patient which helps in part to pay for the medicines, while the rest of the cost is met through donations which are collected by some of the members of our executive committee. In this way we have got a lot of help from people like Dr Uzma, Malik Qadir Yar Khan, Mrs. Sarwat Hayat and many others.

We are now embarking on the DPM training programme, which we believe will help us focus our activities towards development and enhance our planning skills so that we can operate our programmes successfully. This year we celebrated the International Women's Day with the support of SPO and through its network we are now affiliated with the Aurat Foundation, TVO and the Sargodha office of the Punjab Government's Social Welfare Department. The major challenge for us is to get registered in order to acquire a legal status. Nowadays this process is very difficult, but we are hopeful that with SPO's support and our continued struggle we will be successful in being registered with the Social Welfare Department. We are confident that we can carry the brightness and light of learning and self-confidence to all the women of the area.

Choti Funding

Two choti-funding grants were extended to the female groups in Wazirabad cluster (northern sub-region). One was "Khawateen Welfare Organization, Saroki Cheema" and the other one was "Chanan Taraqiate Tanzeem, Pindori Kalan". An amount of Rs. 10,000 was granted to each FDO for the purpose of micro-credit. Total number of direct beneficiaries was twelve women, six from each project.

Other Capacity Building Initiatives

A total of two special events as training activities were provided to the female groups (one in each sub-region), to enable organization of functions to mark International Women's Day.

Apart from the above, extensive motivational activities, team and organizational building exercises and practical assignments were initiated with the female groups to transform them into formal FDOs, in the northern sub-region.

- Training about goat rearing was provided to the FDOs in the northern sub-region.
- Two female clusters were linked with the Aurat Foundation, while five FDOs got membership of the South Punjab NGO Forum.

- Ten FDOs were assisted in the formulation of their priority needs project.
- Nineteen Information Network Centres (INC) with 19 FDOs were formed through collaboration with the Aurat Foundation.

Workshops and Seminars

- Two seminars on “The role of women in community development” were held.
- Three events for Women’s Day were held. These were: with Kissan Sanghat (a partner CBO of Lodhran cluster), with the Insaaf Development Organization in the Kot Addu cluster, and an NGO dialogue, followed by a candle-light march in Multan.

Performance Highlights

- Eight special events were supported in each quarter as against the five events stipulated in the work-plan.
- Thirteen seminars and NGO conventions arranged against the workplan target of six such events

Performance targets not achieved

- Ten choti-funding grants provided, as against 25 planned.
- Four DPM3 and follow-ups conducted as against 5 planned events
- No CBOs assisted in priority needs project as against 5 planned
- One training/TA for environment and GAD conducted as against three planned
- Two choti-funding grants provided to female groups as against 11 planned
- No exchange visits arranged for female groups as against four planned

The principle reasons for being unable to achieve the above targeted activities were:

- a.
- b.

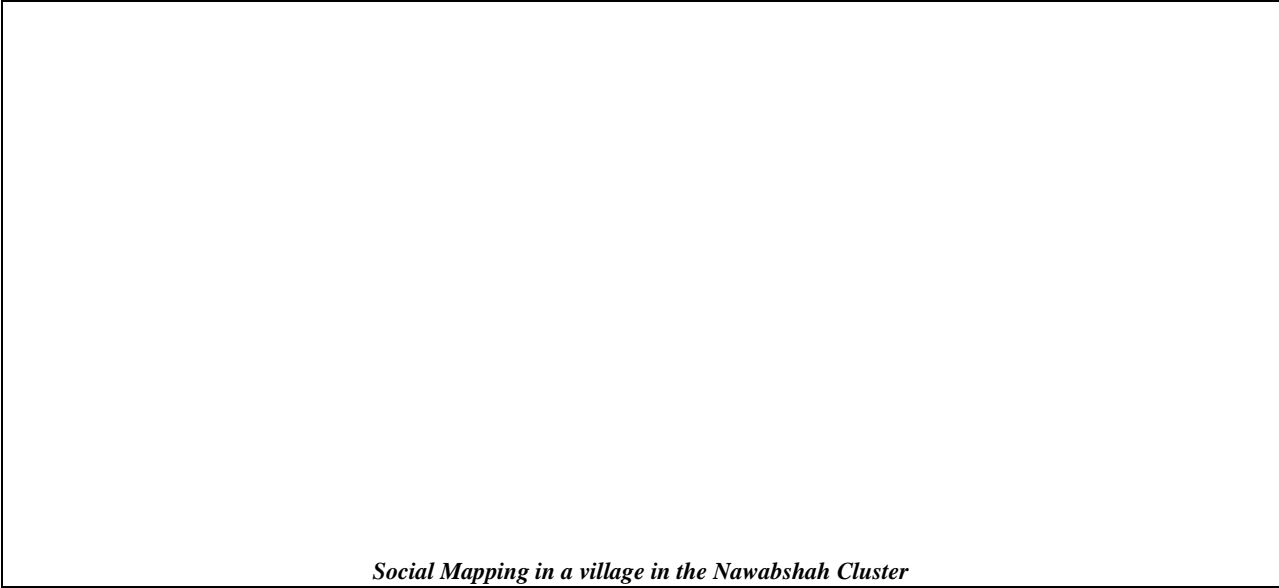
SINDH REGION

Identification and Assessment of CBOs

Two new districts were selected for our interventions this year: Nawabshah and Thatta. The identification process was followed by selection of partner CBOs in both districts. The process has been completed in Nawabshah, where 12 new partners have been integrated into a cluster, whereas it is still underway in Thatta district.

DPM Cycle

Twelve organizations in Nawabshah-A cluster were provided with DPM-1A training, while 14 organizations in the Hyderabad cluster received DPM-III training.



Social Mapping in a village in the Nawabshah Cluster

Other Capacity Building Initiatives

Apart from the DPM training activities, a few need-based collective and individual training courses were also conducted for partner organizations. A training event titled: “Logical Framework for Project Proposal Development” was one such activity, conducted for the Hyderabad-B cluster.

Project Development with CBOs and Provision of Grants

Project preparation meetings were held with the CBO representatives at regular intervals. They were provided with technical assistance in defining objectives, detailing methodologies, working out budgets and for writing proposals. Five projects were finalized and sent to the Regional Project Approval Committee for review and approval.

Harvesting the benefits beyond the project cycle

Nabi Mahr 52 is a peasant in village Mehr Habibkot with 10 hectares irrigational land, on which he worked on his own. During the last twelve years or so, his production has decreased due to late sowing and unavailability of modern agricultural inputs like tractor and fertilizers.

The big landowner owns the only tractor in Habibkot. He spares his tractor for villagers after completing his work. Sowing of seeds by small farmers is delayed and this results in low productivity. Nabi Mahr, like many others, had not been able to benefit from commercial inputs. Whereas even the sharecroppers and the tenants working on the land lord's fields were well off, for Nabi Mahr the returns from his family land were not enough to provide for his household. He had four school going children.

In 1996, support in the form of agricultural inputs like tractor, blades and urea was provided to the local community through the "Al Habib Agricultural Project" with assistance from SPO. All those peasants working without assistance from the landowner were permitted to borrow the tractor for a low fee of Rs. 20 – 30 from the market. Nabi Mahr became a member of the organization. The organization, keeping in mind his experience, elected him as a member of the "kissan committee".

Monitoring visit of Al' Habib Agricultural Project, District Shikarpur

Nabi Mahr is benefiting from the rented tractor for the last four years. The timely sowing has increased his yearly yield. The project committee is also disseminating information on modern technological information to farmers. The subsidized rates of fertilizers are also offered to farmers, which has increased their annual income. Now two of his children are at college and Nabi Mahr has sufficient funds to spend on their studies. The project has contributed significantly to community even after the completion of its project cycle.

According to Nabi Mahr this has been made possible due to the community's self help approach and through SPO's contribution towards community development.

Description	Yield before Project	Per hecter yield after the project	Rate of yield Per 40 kg
<i>Rice</i>	<i>300 to 350 kg.</i>	<i>450 to 500 kg</i>	<i>180 to 200 / 40 kg</i>
<i>Wheat</i>	<i>100 to 150 kg.</i>	<i>200 to 250 kg</i>	<i>280 to 300 / 40 kg</i>
<i>Beans</i>	<i>90 to 120 kg.</i>	<i>150 to 200 kg.</i>	<i>240 to 370 / 40 kg</i>
	<i>80 to 100 kg.</i>	<i>140 to 180 kg</i>	<i>750 to 800 / 40 kg</i>

Networking and Linkages Development

We encouraged and supported our partners to develop their local networks to establish linkages with the other regional/provincial networks and organizations. We also facilitated them in arranging exchange visits to other support organizations. The following events are examples of some of the activities conducted in this connection:

- Meetings with HANDS (NGO) on the issues regarding micro-credit schemes in Malir and Hyderabad
- Meeting with the private sector firm ENGRO Chemicals, to arrange free soil testing in the villages of Hyderabad cluster in collaboration with PDC Hyderabad
- Establishing linkages between Shikarpur PDC and Canada Fund, TVO, NATPOW and SAP-Pk

PDC Activities

Our staff conducted conflict resolution meetings with PDC Malir, in order to help in its smooth and effective functioning. The Shikarpur PDC was facilitated in conducting the whole DPM cycle for the CBO clusters. The local programme coordinator attended these workshops as observer/co-facilitator to ensure the quality of training imparted to the participants.

WOMEN'S EMANCIPATION PROGRAMME

Female Group Formation

Extensive awareness-raising activities on the role of women in community development were conducted in 12 localities in Gaddap. The process was initiated with a gender sensitisation campaign with the male members of the communities and was followed by door-to-door visits by the local coordinators to motivate women towards group formation. The whole exercise was carried out in the context of local realities – social set-up, patterns of female mobility, utilization of natural resources, and existing facilities.

The process resulted in the formation of female groups in 10 villages. In order to consolidate these groups and their activities, they were oriented to concepts like open debate, decision-making by consensus, record keeping, management style and accountability of leadership to the community. Elections were held to elect the respective working or steering committees of these groups and the roles and responsibilities of these committees and general body members were clarified.

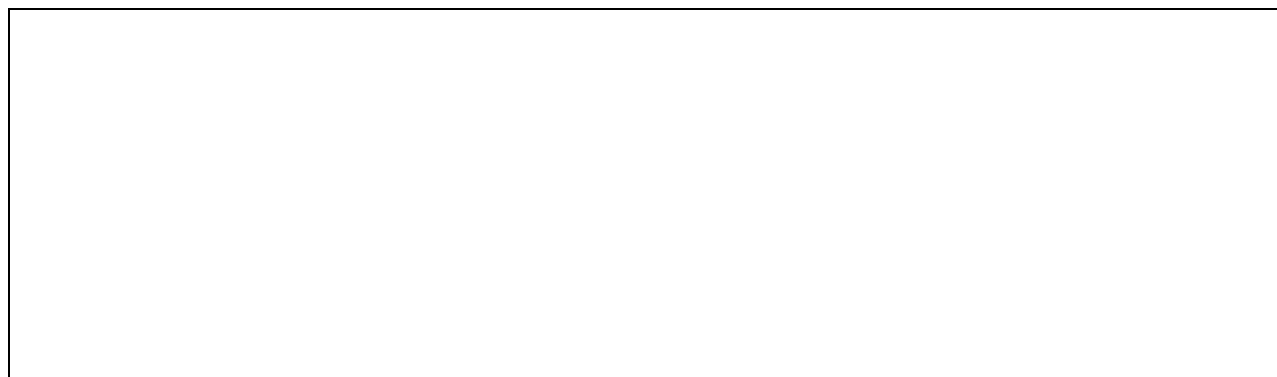
DPM Cycle

Twenty-nine DPM training courses were conducted. The following is a break-up of these activities:

Training Step	Recipient Groups
DPM 1A	8 (Gaddap)
DPM 1B	9 (Hyderabad-C), 13 (Malir)
DPM 2	8 (Ghotki)
DPM 3	-

Twenty-two already existing FDOs have completed their DPM training, including the Hyderabad-B cluster which was formed in 1998-99. Nawabshah is expected to complete its training cycle by the end of year 2000.

A workshop on reproductive health (RH) was arranged for the Hyderabad female cluster. A seminar was also arranged by our regional office to observe the International Women’s Day. The event was attended by a large number of local women.



Choti Funding

Choti funding grants, amounting to Rs. 10,000 each, were provided to 14 female groups. The project needs assessment for these grants were carried out by the organizations themselves, reflective of community interest in micro-credit and income generation schemes.

What A Difference a Few Thousand Rupees Can Make...

In the village Morio Mir Bahar some 8 kilometres from Hyderabad, a small micro-credit project was developed specifically for women. The single target group comprised low-income women in the community.

A project requiring about Rs. 10,000 was initiated by the community organization Goth Surath Samaji Tanzeem with the support of SPO. Any eligible to become a member of the organization was permitted to pursue the limited resources.

Gulshan Rind aged 14, is a member of a large family comprising three brothers and three sisters. Her father and elder brother work as manual labourers in the nearby market, but it was hardly possible to make both ends meet.

Gulshan had obtained some education at the local primary school but asked to stop attending school so that she can work for the family. She had always wanted to help her family by doing some work. She heard from someone that the community organization is giving loans to females. She thought this was the only hope. She became a member of Goth Sudhar Samaji Tanzeem and requested a loan of Rs. two thousand. This was approved by the committee after due consideration.

Narrating her experience, Gulshan said: "I had some savings of Rs.500 and with the loan I bought two goats costing Rs. 2,400 and reared them well. After eight months I sold these for Rs. 5,500. I was very happy that my hard work was paying me well. I paid back Rs. 2,224 to the organization and with the remaining income my father purchased a calf. The calf became our centre of attention. My brothers and sisters by turns, took it for grazing in the fields; and it has now grown up to become a milk-cow with a good yield. Now my family is very happy. They never thought they would one day have a cow of their own. We are using its milk in our house and also selling it to other people. We feel secure in owning an asset of our own that is worth over Rs. 10,000".

It is quite remarkable how a small amount, through choti funding, can change the life of a whole family. Gulshan is now actively participating in the community's organizational activities and encourages others to take loans and help themselves become self-reliant, just as she did.

Performance Highlights

- District level dialogues on Devolution of Power to the Grassroots Level were held in four districts in addition to the Provincial Dialogue in Hyderabad.
- A survey of Tando Mohammad Khan was conducted to assess the need for primary education facilities in the communities and in partnership with the Human Development Foundation; we initiated an education project for establishing non-formal schools in the Shamsabad union council.
- 2 PDCs were linked with TVO and the Canada Fund for independent project support
- Training for poverty alleviation project and fund-raising methods was provided to officers of the Social Welfare Department of the Government of Sindh and to 20 NGOs from District Mirpur Khas

Performance targets not achieved

- DPM-1B workshop for Nawabshah did not take place due to the unplanned and mandatory RH training by RSDP/EU, held at Karachi, in March & April 2000.
- Proposed GAD training for Local Resource Persons could not be accommodated in the reporting year due to .
- No exchange visits for female clusters were facilitated in the year because of
- No support was provided to the FDOs for SSF project proposals development, as they had not reached the required maturity level. This is because DPM-III did not take place during the reporting period.

NWFP REGION

Identification and Assessment of CBOs

Due to an increased demand from Charsadda and Nowshera districts, it was decided to continue working in the same areas with new organizations. Twenty-three new CBOs were identified and integrated into two clusters: Nowshera-B (14 CBOs) and Charsadda-B (9 CBOs).

DPM Cycle

The following DPM events were organized:

Training Step	Recipient Groups
DPM 1A	14 (Nowshera-B), 9 (Charsadda-B)
DPM 1B	14 (Nowshera-B), 9 (Charsadda-B)
DPM 2	14 (Nowshera-B), 9 (Charsadda-B)
DPM 3	14 (Nowshera-B), 9 (Charsadda-B)

Training Exercise, DPM-IA, Charsadda “A” Cluster

In addition to the above, follow-up phases of DPMIII and post-DPM CBIs (capacity building indicators) assessment were also carried out with 12 POs that form the Charsadda-A cluster.

Other Capacity Building Initiatives

Partner organizations were continually provided training and technical assistance on their project-specific needs. One key event in this context was a training process on crop management provided with the assistance of the Agriculture Department of the Government of NWFP to 19 members of 14 CBOs from Swat, Takht Bhai, Swabi and Nowshera.

Project Development with CBOs and Provision of Grants

All six CBOs projects approved during the previous year are in the implementation stage. The first instalments of funds have been released to the implementing agencies and they were being facilitated so as to successfully implement their projects.

Altogether, the NWFP team monitored 14 projects (supported by SSF and the Canada Fund) and 16 Choti Funding projects.

Choti-Funding

Choti funding grants, amounting to Rs. 10,000 each, were provided to 9 partner CBOs. The project needs assessment for these grants were completed out by the organizations with minimal support from the SPO PCs. The Regional Director accorded approvals.

Networking and Linkages Development

Partner CBOs were facilitated in expanding their networking base through a range of in-puts. The following major activities were conducted in this context:

- An orientation meeting on TVO funding criteria was addressed by Programme Officer, TVO, Peshawar, for our partner organizations in the Nowshera cluster
- An exchange visit to the Nowshera cluster was arranged for four CBOs of the Swat-A and Charsadda-A clusters
- Linkage was facilitated between Takht Bhai and Nowshera PDCs, with the Canada Fund and SRSC

Mobilizing Local Resources to tackle Local Problems....

The Khattak Islahi Tanzeem of Spin Kani is a partner organization of SPO NWFP. The village is located at the foot of Cherat Mountains. This is a rain-fed area with plenty of grazing land. Most of the people depend upon their livestock for sustenance. During the DPM contact cycle, the CBO was asked to identify and prioritise the problems of the community, and define possible options for the most urgent problem to be solved; the CBO offered the following information.

Goats are the main source of income generation and provide milk for household use. The village was facing an epidemic-like situation of livestock diseases, due to which the mortality of livestock during a quarterly period was 352 head. The organization was asked to contact the Department of Livestock and Animal Husbandry of the Government of NWFP for help. The Department responded by sending experts to the area for assessment of the situation and diagnosis of livestock diseases. Technical help was offered; the community could not be provided medicines. During the follow up of the training, an exercise was conducted with a group from the community for resource identification and mobilization. As it was too late for the treatment of the livestock which was already infected by the epidemic, the CBO requested vaccination for the remaining livestock. For this purpose, the CBO identified two volunteers, ready to receive livestock extension workers training. With an amount of Rs. 10,000 medicines would be purchased for vaccination after consultation with Livestock Department.

SPO arranged for the CBO to interact with the Department of Animal Husbandry In-service Training Institute for a one-month intensive training programme for volunteers in extension services. After completing the training, the volunteers were provided premises by the community to open an extension services dispensary so that people could get easier access to the livestock care services. The volunteers began the huge task of vaccinating the livestock of the area. Loudspeakers were used to help raise awareness in the community and to help disseminate information about diseases. Along with the provision of services, volunteers tried to educate people about the importance and cost effectiveness of vaccination as compared to treatment after infection. The dispensary is so far running on a self-help basis with the stock of medicine/vaccines. Before this intervention, the people did not appreciate that the problem of cattle deaths could be solved. Instead, they would think of it as the Will of God and used outdated methods for treatment. Now, due to increased awareness about the importance of vaccination, the mortality rate has decreased considerably resulting in increased incomes for the community. The community is willingly paying for the cost of vaccination.

PDC Activities

The PDC formation process in Nowshera-A cluster entered the final phase. A series of meetings were held with the CBOs, both individually and collectively, to share perceptions and discuss issues related to the overall objectives, structure, general body membership criteria, constitution of the executive body and the capacity building unit. After formation, the PDC will obtain registration with the local office of the Social Welfare Department of the Government of NWFP and become a legal entity.

The training needs assessment of Takht Bhai and Nowshera PDCs was completed. Both the PDCs were provided orientation about their roles and responsibilities through a workshop. Subsequently, a ToT focusing on facilitation skills was conducted for the capacity building units of both PDCs.

WOMEN'S EMANCIPATION PROGRAMME (WEP)

Female Group Formation

This part of the programme suffered a major set-back due to the intensity of the anti-NGO campaign conducted by local and provincial religious extremists. Their regular and persistent campaign of hatred particularly against the female organizations made it extremely difficult for the NWFP staff to motivate and mobilize women for female group formation. The somewhat sudden departure of the Programme Coordinator WEP in April meant that by the time the post was advertised, interviews held and the PC-WEP brought on board, most of the last quarter had already lapsed. Nevertheless, the region managed to motivate three communities in Nowshera to form three female groups.

DPM Cycle

The process of providing the female groups an orientation to the development concepts continued through our DPM training courses. Over the course of the year, eight FOs in Takht Bhai and three from Nowshera were provided with this training process.

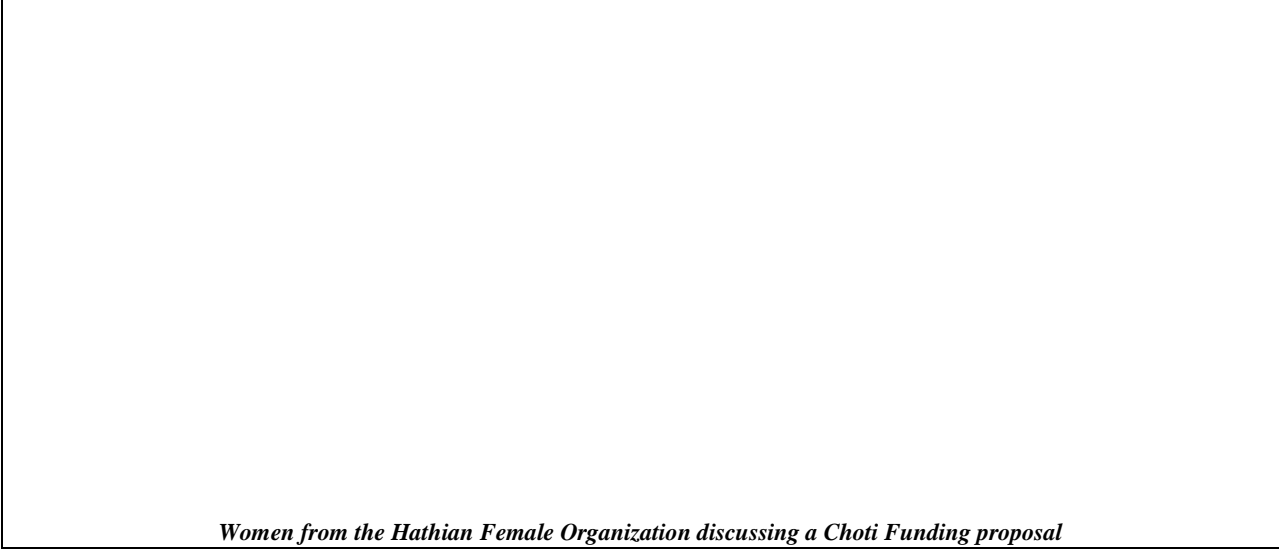


Group work in DPM-IA for the joint Nowshera and Swabi Female Cluster

A one-day seminar was also organized by our Regional Office to observe the International Women's Day.

Choti Funding

Choti funding grants were provided to two female groups in NWFP. Our programme coordinators continued assisting these groups on projects needs assessment and proposal development. However, owing primarily to their embryonic nature, no female group has so far reached the stage of qualifying project funding.




Women from the Hathian Female Organization discussing a Choti Funding proposal

Performance Highlights

- Greening of the DPM manual was completed with the support and cooperation of the World Conservation Union (IUCN).
- The NWFP component of the World Bank-sponsored survey of major NGOs in Pakistan was completed and data sent to SPO's National Centre.
- A five-day exchange visit for POs from Balochistan was facilitated.
- PC (Male) co-facilitated DPM training of CBOs and NGOs that had been identified and financed by IUCN Gilgit.
- 13 POs from Kohat and Nowshera clusters were provided environment awareness training based on the manual developed with IUCN's support.

Performance targets not achieved

- 9 POs were provided with choti funding as opposed to 24 as had been planned for the year. The primary reason for this shortfall was the low level of female group formation as mentioned in the opening section and the concentration of DPM training and SSF project formulation by male POs.
 - No new projects were presented to the RPAC whereas a total of 15 were planned for the year. It was found that the 8 that had been planned for the FOs were premature as these FOs were not able to raise their capacity to a level necessary for project development and implementation.
 - 2 female clusters were to be established. But as pointed out earlier, the anti-NGO lobby made it almost impossible to motivate communities, (both male and female) for female group formation.
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BALUCHISTAN REGION

Identification and Assessment of CBOs

Fifty-one CBOs were identified through 25 field visits in the districts of Mastung and Quetta. In the next phase of the process, two clusters were formed in these locations. Twenty-four CBIs were completed and partnership plans developed with the full participation of the partner CBOs.

DPM Cycle

The following table presents an over-view of the DPM training initiatives in the region:

Training Step	Recipient Groups
DPM 1A	24
DPM 1B	37
DPM 2	27
DPM 3	27

Twenty-seven post-DPM CBIs were completed during the year in order to assess the levels of learning of the participants.

Participants from the Quetta Cluster with Members of the General Body and Board and with staff at the conclusion of DPM-IA

Other Capacity Building Initiatives

Eight CBOs were provided assistance with their project development activities. As a result, eight projects were developed, mainly in micro-finance and income generation.

The partner organizations were also provided training and technical assistance in GAD and environment sectors. Three seminars were organized on the following subjects: protection of the Juniper forest in Ziarat, depletion of underground water levels and CBO-Government collaboration in local development.

Project Development with CBOs and Provision of Grants

A total of 8 project proposals were approved for funding by the Quetta-based RPAC. Five of these projects were for micro-funding whilst the remaining three were grants for infrastructure and enterprise development. All 8 projects have moved into the implementation stage.

As the Balochistan programme is the only programme to receive separate support for establishing a micro finance (MF) facility, a person exclusively tasked for this work has been appointed and charged with the responsibility of providing specialised support to any partner CBO/FO for a MF facility at the local level.

Choti-Funding

Of the 27 partner CBOs that completed DPM-II, 20 successfully developed proposals for choti funding and are currently implementing these in their communities.

Well conceived and need-based projects can make a real difference:

District Kachi is situated in Balochistan 30 km from Quetta City and spans about 300 km to Nasirabad District. It has a population of 358,670 living in an area spread over 11,114 sq.km. Local languages spoken include: Balochi, Brahui, Sariki and Sindhi. Major tribes residing in this area are: Rind, Shahwani, Bunglazai, Raisani, Mughari, Abro, Chhalgari, Mustaoi, Mugsi, Lashari, Domki and Khoso. The climate of the area is mostly dry, the land is arid and parched. 95 % of Kachi mainly depends upon the rains that occur during the months of May/June and Dec/Jan coming down from areas such as Loralai, Ziarat, Mara and Sehan. The rainwater joins in streams running in to Nari River. The main source of livelihood is agriculture and livestock rearing.

The area of Kachi used to generate one of the highest rates of revenue for the Khan of Kalat when it was under his Estate. However, during 1958 when land-holdings were reformed and

later on divided and allocated to poor individuals and to middle class families, the irrigation system in existence was not maintained by the small land owners as it proved very costly. The upper class forced the poor to migrate to the cities and other areas by coercively purchasing their share of the land. The poor, having no financial support were compelled to put up their land for sale and move out of the area.

The upper middle class in the village of Chhalgari adopted the same scheme. Being the dominant influence, the upper class deliberately avoided the construction of proper channels to irrigate their own fields as well as the fields and lands of the poor, in a last attempt to oust the poor or compel the poor to sell their land. Sensing the urgent need for action, and the conspiracy of the feudal lords, some of the community members got together to form a CBO of their own, to thwart the nefarious plans and to take control of their own destiny.

In this context, the irrigation system refers here to a collective understanding about the distribution of water to each village. Each group of villages lying in the area constructs kacha dams or “bands”, thus diverting the floodwater collected in the river to their fields and areas via streams or channels. Similarly, the next group of villages situated down-stream then builds another kacha dam, thus blocking river water from running down and diverts the water to their area and so forth.

By the construction of these dams people of the area irrigate their land, and store water for themselves. Following the same basic concept of water distribution, the villagers of Chhalgari also wished to construct a channel for diverting water to their lands. However, for the past many years the channel used for carrying water was neglected and not well maintained.

In view of these facts, the CBO of Chhalgari developed a project proposal for re-construction and repair of the existing channel and submitted it to SPO for funding in 1999. With contribution of Rs. 400,000 from SPO and Rs. 139,500 from the community, a kacha channel was constructed for this area in 1999. According to the CBO socio-economic survey, the output achieved from the construction of this channel not only exceeds expectations but has also added to the income of more than 1000 families and has brought well-being to the area. It has reduced the wastage of water; it has brought 40,000 acres of land under cultivation and has also substantially increased economic productivity.

Inspired by this success, many residents returned and resumed their agricultural work and rearing of livestock and other activities. By the re-construction and repair of this irrigation channel, the villages were benefited financially, and SPO gained access to indigenous knowledge about the type of irrigation method used fifty years ago but disregarded in the more recent years. The community has received encouragement that they too have the ability to decide for the betterment of their villages and the prosperity of their people. The CBO has also been motivated to prepare bigger and better proposals for the future.

This participation has sparked female interest in the CBO activities, as water is a major concern for females of the area. SPO motivated females to form member groups of their own, resulting in the formation of HANI Development Society. The charter of this group, comprising 46 females, is to promote female income generation and other activities for the betterment of the area.

Networking and Linkages Development

The following key activities were organized in this sector:

- Eight CBOs, with the assistance of our staff, held meetings with the Livestock Department of the Government of NWFP to communicate their issues and concerns. As a result of these deliberations, a seminar on livestock management was arranged, and addressed by experts from the Livestock Department and UNDP. The seminar was attended by a large number of members from local communities. They were provided guidance on animal feed, parasites, diseases and medicines and better breeding strategies. The seminar was followed by the vaccination of livestock from eight villages identified by the CBOs. It was also decided to maintain close contact between the communities and the Livestock Department in order to alleviate the problems of the people in this vital sector.
- One CBO was introduced to the Canada Fund to obtain support from a new *karez* excavation at Killa Zarghoon in Pishin district.
- Meetings were held with UNDP, IUCN and the Canada Fund (with the Canadian High Commissioner and the Canada Fund Monitor) on issues related to mutual collaboration in local rural development.
- SPO participated in BNGOF and GAD-Network meetings to strengthen our relationship with local NGOs.
- Meetings were arranged with the SAP Communications Project to draft a comprehensive communications strategy for effective dissemination of knowledge on SAP initiatives
- Two workshops were held on the promotion of our programme in the province. The first event was conducted with the representatives of partner CBOs, while the second with the support organizations, government line agencies and media organizations working in the field of social development.

PDC Activities

Two new PDCs were formed in Pishin and Bolan. The Constitutions of the PDCs were finalized and the administrative structures put in place. Consultation on operational guidelines was also undertaken to ensure that all PDC partners possess the same level of understanding of roles, responsibilities and operational methodology of PDCs.

WOMEN'S EMANCIPATION PROGRAMME

Our Programme Co-ordinators visited 20 male CBOs of district Pishin and Bolan to sensitise these organizations on gender issues. Such efforts with male CBOs are essential because female empowerment is still a novel idea in the traditional rural communities and it is necessary to obtain support from men before women's development can proceed.

Awareness raising and mobilization activities were conducted with 18 existing female groups, resulting in initial CBIs and development of partnership plans. The same organizations had reached the DPM-1B stage at the end of the reporting year.

DPM-IA, Female Cluster Bolan

Performance Highlights

- Two DPM1-A workshops and their follow-up events were conducted with the 23 CBOs of Quetta and Mastung clusters.
- Three DPM-1B workshops were conducted along-with follow-up events with 37 CBOs of Quetta, Mastung and Ziarat clusters.
- Two DPM-2 workshops along with follow-up were conducted with 27 CBOs of Quetta and Mastung clusters in place of 3 planned workshops.
- Two DPM-3 workshops were conducted with the 27 CBOs of Sibi and Ziarat cluster as per 27 planned events.
- Post DPM CBIs were carried out with 26 CBOs of Sibi and Ziarat clusters as per 26 planned events.
- Twenty CBOs of Pishin and Bolan clusters were sensitized to the concept of gender as per 20 planned interactions.

- Group awareness and mobilization activities were conducted with 18 female groups as per 14 planned activities.

Performance targets not achieved

- Two training events for CBOs, in GAD and Environment were planned as per prior requests from CBOs that wanted to specialize in these fields. However, requests were actually made by the CBOs for such training during the reporting period.
- Two PDCs were formed as against 4 planned. The establishment of 2 PDCs was greatly hindered due to the occurrence of drought. Majority of CBOs were preoccupied in obtaining information on the affected population and their livestock. It was decided to delay the establishment of new PDCs in Sibi and Ziarat until the situation improves.
- Eight female groups of Pishin received DPM-1B training as against 14 planned groups. The DPM training for Bolan groups could not take place due to the extremities of weather. The temperatures remained very high. The FO members migrated to different neighbouring towns.
- Training & TA was provided to 5 CBOs by the PDC as against 16 planned. Progress under this activity was limited due to selection of only 5 CBOs by the PDC of district Bolan. Another reason was that CBOs were unable to reach a consensus regarding appropriate location for the PDC office; this continued to limit the progress. The opinions and expectations of some PDC members were in contradiction with SPO policies. Efforts were made to minimize and remove the differences.

VILLAGE EDUCATION PROGRAMME (KECH)

Our Village Education Programme (VEP) entered its fourth phase in 1999, after the completion of an in-house performance review of the previous three stages. The current phase focuses on institution-building and strengthening of existing *Anjuman Zanana Taleem* AZTs (forums for women's education) to impart an element of sustainability to our development interventions. The following is a synopsis of the five phases of our programme in the area:

Step 1: Communication Motivation and Planning

- Observation visits
- Spark identification
- Mini group meetings

Step 2: Formation and Capacity Building of AZTs

- Community meetings
- Formation of AZTs
- Formation of working committees
- Monthly meetings
- EPM workshops

Step 3: Education Process: Implementation and Motivation

- Teachers' training
- Establishment of school
- Monitoring

Step 4: Transformation of AZTs into CBOs

- Registration
- DPM workshops
- Project implementation
- Project monitoring

Step 5: Support Clusters

- Exchange visits
- Linkages

➤ Cluster meetings

The following is a consolidated account of our activities as per planned steps:

Male CBO Formation

In order to have meaningful and lasting changes in the lives of women, we work directly with local female communities and also solicit and mobilize the support of males. Five new male CBOs, and one new cluster were formed during the year in the area.

AZT Activities

A thorough process of capacity building of AZTs was implemented to transform these groups into Female Development Organizations (FDOs). The development of FDOs was a need expressed by these AZTs. There was active participation of the AZTs and their respective communities in planning and implementation of all activities. The AZTs also had the principal responsibility for motivation of their communities along with the organization of implementation work. This ensured active community participation and ownership of the development interventions.

The process has instilled into the AZTs an element of confidence in their ability to motivate and mobilize their communities to undertake their education, empowerment and overall development. The same confidence and resulting motivation levels, further guarantee establishment of linkages with other NGOs and Government line agencies for programme support and financial assistance.

At present, our programme has resulted in the formation of 55 FDOs, out of which 25 have registered themselves with the Government. The membership of these organizations stands at 1919. Ten clusters of these organizations have also been formed.

Expansion of the ongoing activities was also given careful consideration. The following activities were undertaken during the year:

- Ten new AZTs were formed and their bank accounts were opened
- Twelve AZTs were registered with the Social Welfare Department of the Government of Balochistan
- Twenty members of AZTs were trained in savings and credit management
- Eight AZTs were granted choti funding to start small-scale projects in their respective areas
- Two exchange visits were arranged for 20 AZT members. Eight members from AZT Kalatuk and Asiabad visited Omarikahn Date Processing and Packing Project funded by NRSP, Turbat while 12 members of Sami cluster visited micro-credit projects of Balicha cluster.
- Twelve FDOs were linked with the Marie Stopes Society and the Family Planning of Pakistan to obtain reproductive health services.

Training and Workshops

Four hundred and eighty three women have been empowered through our capacity building initiatives to date while 15 male CBOs were provided training in various aspects of development. The following capacity building initiatives were undertaken during the year:

- Two workshops on survey technique
- Four EPM training events
- One teachers' training workshop
- One basic organizational training workshop
- Two primary health care and hygiene orientation seminars

Participant and VEP Staff at the conclusion of an Education Planning & Management Workshop

Educational Activities

Two thousand and four hundred women have graduated from our literacy programme since its inception. Out of these 335 women have attained the primary level of education. The following table presents the current status of our literacy programme:

<i>Indicator</i>	Performance
No. of literacy centres in operation	43
Total no. of learners	715
Literacy class learners	151
Class 3 learners	187
Class 4 learners	279
Class 5 learners	98
Class 6 learners	20

- Thirteen literacy circles were established

- Two book banks were established
- Four hundred and eighty two learners took the exams
- Twenty-four quarterly meetings of teachers were held
- Two certificate distribution ceremonies were held.

ANECDOTAL IMPACT OF VEP

Turning Dreams into Reality

My name is Saeeda. I live at Sari Kallag village. I was interested in learning to read and write but there was no school for girls in our village at that time. In those days, girls were not allowed to go to school. SPO provided opportunities to those girls and women who wanted education.

In 1997, SPO initiated its non- formal primary education for adults. I was admitted to a literacy class. Men teased us by saying that old ladies never get education. They cited a local proverb: an old animal cannot be domesticated.

It was a great challenge for us. I accepted this great challenge with my other friends. I passed class 5 and was admitted to class 6 in Government middle school Sari Kallag. I intend to continue my education. Now I am proud of myself and confident. I can talk boldly with anybody. We proved that old animals can be domesticated! And we can take on new challenges. Almighty Allah has given us a mind and wisdom. Now the attitude of our men folk regarding female education has changed.

Distance ... No Problem For The Committed

Ms. Naheed is a resident of Kallag Jukki Union Pidark DA-5. She is 15 years old and studies in class 7. She was married six months ago. Naheed said “ After I completed my primary education, it was very difficult for me to continue my education further. There is no middle school in our village and the nearest school is a high school at a distance of 10 kilometres. There are no transport facilities and getting to the school means a four-hour walk. But I was very keen to continue my education. At first, my parents did not approve. But then they allowed me to go with my brother to school daily. It was very difficult. In winters we have to depart for school at 6.00 a.m. while it was still dark. We were frightened to walk in the darkness. Our mother prepares breakfast for us very early in the morning and walks along with us until the sun rises. Then she returns home and we continue our journey to school. After school, when we return home, it is late. It took us two consecutive years. When I was married, my husband purchased a motorcycle for us to go to school. Now my brother and I go to school daily on our motorcycle. My husband is working in Dubai. He is committed to promote female education in union council Pidark. I was very impressed by SPO’s education campaign and it motivated me to start my studies.

Striving for a Better Life

Gulbahar is a housewife. Her husband lives in Dubai. She looks after her children and also runs the house. Her husband comes home after every two years. She was illiterate and faced many

difficulties in managing her daily affairs. So she decided to become a member of AZT in Jammak. Village and took admission in school. She is now studying in class 5. Gulbahar says: “ Now I can read, write and do simple arithmetic. I also write letters to my husband. I can also read the doctor’s prescription and advice and also keep my domestic financial record. I would like to thank all those supported me for making me educated”.

Applying the skills

The village Darmakool is 40 kilometres away from Turbat town. The females of Darmakool are illiterate and they are not aware of reproductive health. Due to their ignorance, they do not identify the real reasons for the health problems, which they face. SPO initiated its work in the village and helped to form a village organization for the women. SPO conducted capacity building training such as education planning and management. Effective communication is just one of the subjects covered by these training courses. After their capacity had been enhanced they decided to contact the Marie Stopes Society in Turbat (an NGO which provides reproductive health services). Ms. Hameeda and Noor-un- Nisa of Darmakool visited Marie Stopes Society Turbat and requested the clinic manager to send a mobile team to provide reproductive health services for the women of their village. Now Darmakool females are getting the benefit of reproductive health. Ms. Naheeda and Noor-un- Nisa said, “ We never thought that we the village women will visit an institution outside our village and that we would have enough skills and confidence to make a request for provision of services.” They added, “due to our organizational training, our confidence and communication skills have increased and we are more capable of solving our own problems”.

Project Activities

ActionAid-Pakistan Development Area (DA) -5

We continued implementation of our work-plan activities mandated under the agreement signed in Islamabad with ActionAid-Pakistan (AAPk) for its DA-5 in Union Council Pidark. Seven new project proposals were developed during the year, of which three have already been presented to AAPk for approval. Two approved water supply schemes for 14 hand pumps were in the implementation stages with five hand-pumps already installed.

The following is an account of other key activities in the DA:

- Mobilization and motivation of 10 male and female communities
- Collection of 1000 case histories in the Union Council
- ***Establishing five male and seven female CBOs***
- Construction of two classrooms in Girls High School, Pidark
- Construction of residential quarter for a teacher in Sari Kalag
- Establishing seven literacy circles
- Capacity building of 15 male and 30 female members from 12 CBOs

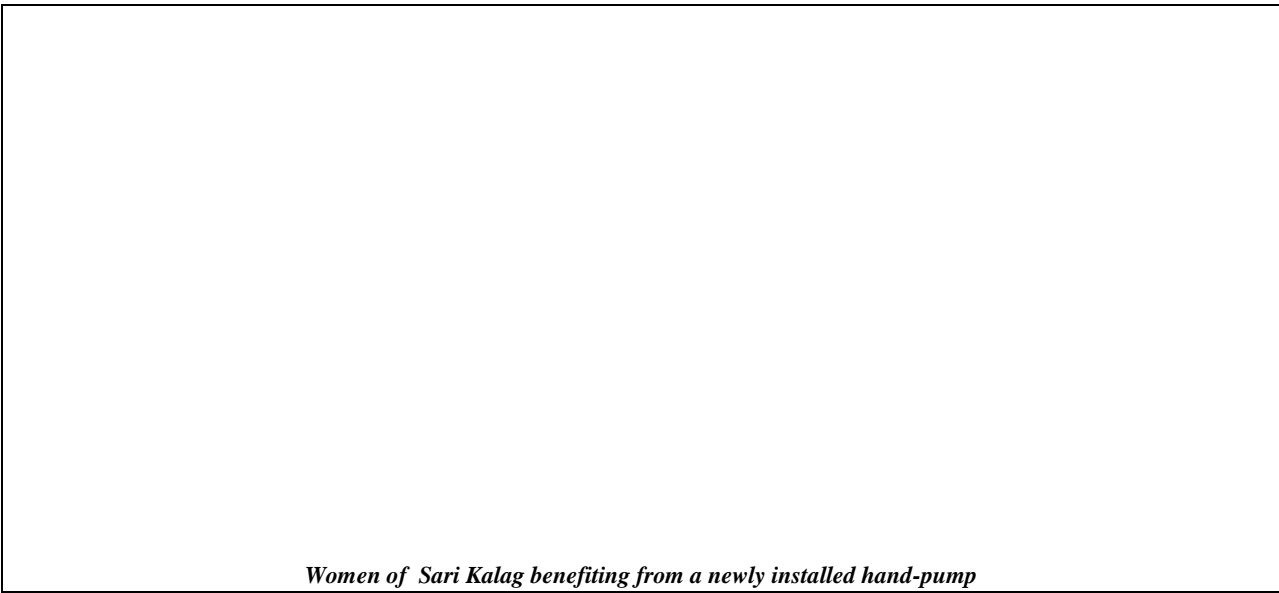
- One staff orientation visit was arranged to AAPk's DA-1
- A tree plantation campaign was organized during which 240 saplings were planted in five villages
- Rehabilitation of 12 Karaizes (underground water channels) was carried out.

Seminars were also organized on:

- Primary healthcare
- Political education orientation
- International Women's Day
- International Literacy Day
- International Drug Abuse Day
- Programme orientation
- Cleanliness and personal hygiene

Other activities

We provided grants to 25 projects of various organizations during the year, which included seven projects on micro-credit, one on date packaging and 17 choti-funding grants. One separate date packaging project was sponsored by TVO, while BRUWAS (Water and Sanitation) sponsored five hand pumps and 50 latrines.



Women of Sari Kalag benefiting from a newly installed hand-pump

Performance Highlights

- Thirteen initial visits made as per 10 planned

- Thirteen literary centres established as per 10 planned
- Twelve AZTs registered as per 10 planned
- Eight AZTs provided with choti-funding as per six planned
- Twelve FDOs linked with other NGOs as per eight planned
- Two book banks established as per none planned.

Performance targets not achieved

- One teachers' training programme held instead of the planned two
- 482 learners appeared in the examinations instead of 578 as planned.

NATIONAL CENTRE

Located in Islamabad, our National Centre is responsible for the over-all co-ordination of SPO's policies and programmes, activities, provision of strategic directions to the programme units, acting as a conduit for smooth two-way flow of information and feedback among various geographic locations and providing in-puts to the administrative, financial and human resource aspects of the programme.

The following is a synthesis of the key activities undertaken by the National Centre during the year under review:

Staff Development and Workshops

- Programme and management staff attended a GAD Strategic Workshop, conducted by SPO and facilitated by the Programme Officer of CIDA and Programme manager GAD-SPO.
- Two Programme Coordinators attended a thematic workshop on “An Orientation to Reproductive Health”, organized by RSDP/EU.
- The Programme Specialist-TS & Programme Manager GAD organized a ten-day ToT workshop for the newly recruited programme staff. MF&A and manager LIS also held sessions on programme effectiveness techniques and LIS. Both PCs and MF & Publications Assistant attended the workshop.

Participants of the ToT with the Chairperson of SPO

- Programme Coordinator-WEP and Manager Finance and Administration attended a workshop on “Orientation and Facilitation” conducted by the Pakistan Poverty Alleviation Fund of the World Bank/GoP.

- Manager LIS, PS-TS, PC-Project Monitoring attended two-day workshops on RBM, conducted by PSU and facilitated by Ms. Nipa Benerji.
- SPO staff attended four two-week regional workshops on Reproductive Health, conducted by RSDP/EU in all four provinces.
- Management and programme staff attended a three-day ToT on Environment, conducted by IUCN and SPO.
- Manager LIS and PS-TS attended a thematic workshop on “Sharing the training experience in terms of concepts, approaches and strategies practiced by RSDP/EU partners”.
- Programme Manager GAD facilitated a gender rights’ session in the RH-Workshop, Peshawar.
- Team Leader (TL) Multan and Programme Coordinator (Balochistan) attended the World Assembly of CIVICUS at Manila.
- TL (Multan) attended a four-day regional workshop organized by the PRA Network of Pakistan with support from SDC.
- TL attended a one-day workshop for trainers’ retreat at Lahore, organized by NGORC.
- Programme Coordinator (Multan) attended a workshop on “Participatory Methods and Techniques for Community Development”, organized by NCRD.

Individual Training Courses Attended

- Two Programme Coordinators from the National Centre attended a workshop on “Environment and Sustainable Rural Development”, conducted by NCRD.
- Six staff members attended an English language course at the National Centre.
- Staff members were provided opportunities to attend DPM workshops in other regions to increase their facilitation skills.

Internal Monitoring, Impact Assessment and Programme Audits

- Manager LIS, PC-PM and MF and the Publications Assistant prepared and reviewed the formats to collect micro-credit projects’ information. Information was received and updated on 20 out of 36 projects.
- A five-day workshop was held at the National Centre to review and modify monitoring and evaluation tools with special focus on projects. It was facilitated by the EU/RSDP’s MIS and

M&E team. All the Regional Directors and one PC each from NWFP and Sindh, Manager LIS, PC-Project Monitoring and Programme Unit participated from SPO.

- PC-PM conducted three project-monitoring visits of Punjab region.
- PC-PM prepared guidelines on project monitoring and project proposal writing.
- Manager Finance and Administration conducted internal audits and facilitated external audit at all regional offices and National Centre.

Learning Information System (LIS)

- The LIS manual was revised and up-dated during the reporting period. The main focus of this revision was to improve the process of CBI assessment and ensure clear understanding of each sub-indicator at five levels of organizational growth.
- The Manager LIS visited three regions (Multan, Hyderabad and Quetta) to verify LIS information and updated profiles, monthly tracking and LIS indicator reports.
- The Manager LIS analysed the IT and staff-related training needs for Phase II. The findings were shared with the SMC to enable a decision on up-gradation of our IT equipment.
- The LIS section undertook regular reviews of the capacity building process and its results as shared by the regional teams. The summary of these findings is presented in Annexure 'D', titled "Learning from the LIS".

Initiatives for Special Programmes and Events at the Regional Level

- The Chief Executive participated in regional stakeholders workshops on "Devolution of Power to the Grassroots level".
- SPO NC conducted Stakeholders' workshop to consolidate the regional groups.
- A dialogue was held with the Minister for Information and Media Development regarding the media campaign.

Linkages with Donors, Government and Other Agencies

- The Canadian High Commissioner visited two clusters in Wazirabad and Muzaffargarh to survey the projects and to distribute certificates to the DPM graduates.
- Representatives from the Embassy of Japan visited our Multan office.
- Training in Reproductive Health was provided by EU/RSDP as a mandatory requirement under its funding for SPO. The regional and national RH seminars also provided SPO an opportunity to establish linkages with other support organizations, NGOs and service providers e.g. KSM, SMP, FPAP.
- PM-GAD attended two meetings of the National Advisory Council under the auspices of Ministries of Education, Social Welfare, and Women's Development in Islamabad.
- PM-GAD attended a planning meeting with GEF-UNDP as member of the National Selection Committee.
- During the year, the CE represented SPO at 3 meetings of the Pakistan National Committee of IUCN.
- The CE participated in IUCN's Regional Conservation Forums in Tunis, Tunisia and New Delhi, India.



The CE addressing the Regional Conservation Forum, New Delhi

- PM-GAD attended the LEAD International Associates meeting in Islamabad.

Gender and Development Initiatives

SPO takes two approaches to gender and development. The first one is a women-specific approach through its Women's Emancipation Programme (WEP), and the second is the mainstreaming approach, through integrating gender concerns in all areas of programming.

Through WEP, SPO facilitates the empowerment of women by encouraging them to assert more control over their own lives: by setting their own priorities, gaining skills, increasing self confidence, solving problems and gaining self reliance. At the centre of this initiative is the Female Development Organization (FDO), being mobilized with the support of SPO, which provides women an opportunity to organize their activities around their most pressing needs.

SPO has a gender policy and a cross-cutting strategy in order to mainstream its gender and development initiatives. This policy is prepared in close consultation with the staff, senior management, General Body and Board of Directors. This strategy emphasizes the systematic integration of gender objectives in the organization's policies, programmes and projects and staffing issues at all levels.

The guiding principles on which SPO's gender and development policy and strategy are based are: equality, community participation, promotion of human rights and women's empowerment. The gender strategy of SPO focuses on programmes and management. Under the programme component, SPO undertakes action in the following respects:

- Continue to provide equal opportunity of partnership to both male and female community-based organizations, and ensure that both benefit from the over-all programme of SPO.
- Continue mobilizing female organizations as “vehicles for change”.
- Apply gender considerations to all training material and courses.
- Ensure equal participation of men and women in projects (both Social Sector Fund (SSF) and choti funding).
- Encourage women's participation at the PDC level, as decision-makers in their governance structures.
- Promote lobbying and advocacy work in co-ordination with other stakeholders for gender and development.

Group exercise at a GAD workshop in Southern Punjab

Similarly, the senior management undertakes the following:

- Ensure that gender balance is maintained and managed at all levels of the organization.
- Use gender sensitisation, awareness, understanding and practice as one of the criteria for promotion and recruitment and in all staff performance reviews.
- Ensure that the gender policy is implemented and gender issues are institutionalised throughout SPO.
- Ensure its support to the Gender Core Group in this regard.

A Gender Core Group is well in place to facilitate the implementation of gender policy, with the help of senior management. This core group is composed of a mix of members from different regions and positions, keeping in view the gender balance and the desired expertise in this field. The GCG meets on quarterly basis. It co-ordinates, facilitates, shares information, networks and supports all the initiatives that lead towards the integration of gender in the SPO mainstream. It is also responsible for developing capacity building material for gender specific initiatives and programmes in SPO. The GCG has recently gone through a TOT, as part of its own capacity building. The GCG members will shortly be involved in WEP gender review within SPO.

Joint Projects With Other Development Agencies

- DPM training programme for the local NGOs of Northern Areas has been started in collaboration with IUCN. Thirty participants from 15 NGOs have been selected by the IUCN for training, with the cluster fully supported by IUCN. We conducted a one-day orientation workshop and DPM-1 (A&B) with the cluster.

- SPO-WB NGO Sector Profile has been completed, analysed and submitted to the World Bank at the WB's request. The report comprises two volumes, including completed questionnaires, and tabulated results and analyses for each organization
- SPO submitted a proposal to the Government of Punjab for "Barani Area Development Project"
- Discussions with PPAF to acquire funding for its MF programme have been re-activated after the collection of information on micro-credit projects.
- SPO-NC facilitated the Quetta office to submit a proposal to the Canadian High Commission for "Rehabilitation of affectees of drought in Balochistan".

Staff Recruitment

- Programme Coordinator-Project Monitoring re-joined SPO in January 2000.
- Three positions of SPONET Administrator, MF & Publications Assistant and Finance Assistant were filled.
- Programme Coordinator-HR, Programme Manager-GAD and Manager-F&A conducted a desk audit of the position of Associate Programme Coordinator and prepared a report on the same. The report was presented to SMC and the position was up-graded to Programme Coordinator-WEP.

Staff Appraisals and Programme Reviews

- Programme Manager-GAD carried out assessment of a female cluster of Wazirabad.
- Programme Manger-GAD developed gender policy and strategy. The policy forms the basis for gender analysis in terms of core programme and management. A nine-member gender core group was also formed to guide and support us on gender issues and concerns across the organization.
- 56 staff appraisals were conducted across SPO during the year: 13 at National Centre, 7 at Balochistan Centre, 8 at NWFP Centre, 5 at Southern-Punjab Centre, 8 at Sindh Centre, 9 at VEP Centre and 6 at CBSP Centre.

SECTION THREE AMMAL PROJECT (DI KHAN)

Community-based Schools Programme

38 new schools were established under the project, with 60 new teachers recruited. Two schools were handed over to Pakistan Literacy Commission and Primary Education Programme NWFP.

The community's response to these educational interventions has been very encouraging for us; a total of 2259 girls in a grand total of 2411 children are currently enrolled in these schools.

The functioning of the Village Education Committees (VEC) demonstrates the interest of the local communities towards education. 38 new women VECs were formed during the year, with a membership of 1096, while 37 male VECs were formed with 852 members.

The following table shows the performance levels of these VECs:

Indicator	Performance
	Rs. 23, 539
Fees Collected	
Female contribution	Rs. 47, 143 (cash in hand)
<i>Male contribution</i>	Rs. 67,500 (in kind), Rs. 1,500 (cash in hand)
Schools in buildings provided by the community	21
Schools in homes (one room)	16
Schools in rented buildings	01

Teachers' Training

Six training events were conducted, as shown in the following table:

Training Type	Participants
	52
Orientation training	
In-service training-I	52
In-service training –II	18
Teaching methodology	18
On new syllabus	NA
Follow-up training	NA

Commitment & Persistent Struggle Pay off....

SPO in collaboration with the British Government's Department For International Development (DFID) started a long-term educational project in 1998. The project was initially set to establish 40 female education schools in the area. The project team gathered data by visiting 230 villages. It was found that in approximately 90 villages there was no school for girls.

The village Gomal Khurd, situated in the district of Dera Ismail Khan (DIK) was also visited by the survey team. The local community showed deep interest in female education. Two main problems were identified by the group. First: poverty and second: the distance of existing educational institution from the village.

Over the years the area had seen considerable increase in population growth but the social services contrarily decreased. The female population of village Gomal Khurd is around 48%. The government girls' primary school is in place but it is nearly 2 kilometres away from Gomal Khurd. People feel insecure about sending their daughters to school.

Traditionally, girls are involved in house-hold work with their mothers from the early age of about 7 years. The poorest segment of the community tends to be women. During phase-I of the Ammal project, the need for education was identified, but due to non-availability of female teachers, the school could not become operational.

In October 1999 the villagers contacted the SPO office, and informed us that a women from DI Khan was ready to teach school students in Gomal Khurd. Nearly all the villagers came together and offered to take the responsibility for the school. A committee of five members was elected to manage the school affairs. An enthusiastic lady from a low-income family, Massi Malookan, donated her house for the school. The villagers were made responsible to arrange all the requirements for the school.

During the first year it was reported that 126 girls were of school-going age. During the first year, 40 girls were admitted to the school. Enrolment has now increased to 65. A male/ female community organization was also formed to train community members to perform their duties properly.

Last year, some religious groups criticized NGOs, but Massi Malookan and her husband went to each household and advocated the cause of female education. The men's committee, which initially started its work to look after school affairs, is now working for the development of the village. SPO has helped them in the registration process and also to secure a project of eight water pumps from TVO. Through this project nearly half of the population will receive safe drinking water.

The community is very confident that these initiatives by SPO will help them to develop their area. The small education project has been transformed into a larger development experiment, which will continue beyond the project cycle.

Performance of Students

A total of 2007 learners appeared in the examinations. Of these, 1708 passed, with the pass percentage being 81.5.

Internship Scheme

An internship scheme was launched to train the local community, particularly women, in development concepts so as to create a resource pool of local activists who could play their part in the improvement of educational standards in the area. At present, two local activists (one male, one female) are undergoing their internship training with a local Government department.

Other Achievements

- International Women's Day was observed by all female VECs in their respective villages.
- Mid-term review of the Ammal project was completed.
- Basic entry to MIS was completed.
- Programme review visits were conducted by a number of representatives of different development organizations. These organizations included Development Fund for International Development (DFID), Frontier Education Foundation (FEF), Swabi Women Welfare Society, Khwendo Kor, Halian Development Association and Sarhad Rural Support Committee (SRSC).

Staff Development

Different members of our local staff attended the following training events during the year:

- Material Development and ToT workshops, organized by Buniyad at Lahore
- Two-day report writing workshop, organized by the British Council at Karachi
- MIS training workshop at DI Khan
- Seven-day Participatory Learning and Action (PLA) workshop, organized by Idarah-e-Khidmat Khalque (IKK) at DI Khan
- Assertive Communication Workshop, organized by DFID at Peshawar
- Seminar on socio-economic development, organized by Sojla Forum
- Seminar on Child Sexual Abuse, organized by a local NGO at Peshawar
- Internship Scheme Workshop, organized by FEF at Peshawar.

EARLY CHILDHOOD CARE DEVELOPMENT PROJECT

Objective of ECCD

To provide opportunities for holistic development, physical, psychological, emotional and spiritual development of children under 5 years from rural areas and urban slums.

Establishment of the ECCD Forum

A Provincial ECCD forum was established and a meeting was conducted in October 1999. All NGOs working for children, the provincial Education Department, College of Home Economics, and community representatives participated in the meeting. A “Terms Of Reference” was also developed for the forum. The result of this has been that the stakeholders interested in, and aware of ECCD project objectives now have linkages for future cooperation.

Development of the ECCD training material

Interesting and effective material was developed including plastic and wooden toys, jigsaw puzzles, colours, shapes and sequence cards, animal forms, etc. A painter was also hired to paint attractive and colourful charts about different aspects of daily life. ECCD material was distributed to centres and inculcated in their daily activities. Also being considered for inclusion is the national package being developed by UNICEF.

Establishment of Ten ECCD Centres

10 ECCD centres were made operational in seven villages of Kohat. Quality pre-school readiness training is being provided to 250 to 300 children of 3 to 5 years of age each year.

Establishment of a network of social workers through the ECCD Forum

Due to experiences in the field it was decided to take a different approach to the spread of ECCD concepts from a centre-based approach to a family-based approach. Hence a team of more than 80 social workers were identified from 20 CBOs to raise awareness in the communities about child care and development. These social workers were trained by the project staff and assigned to further conduct meetings with parents in the communities. The project staff closely monitored

these meetings. The community is contacted through social workers of their own village and awareness is raised about ECCD concepts such as birth registration, nutrition, hygiene, importance of early childhood education in the target areas.

Training of Care-givers (Bajis)

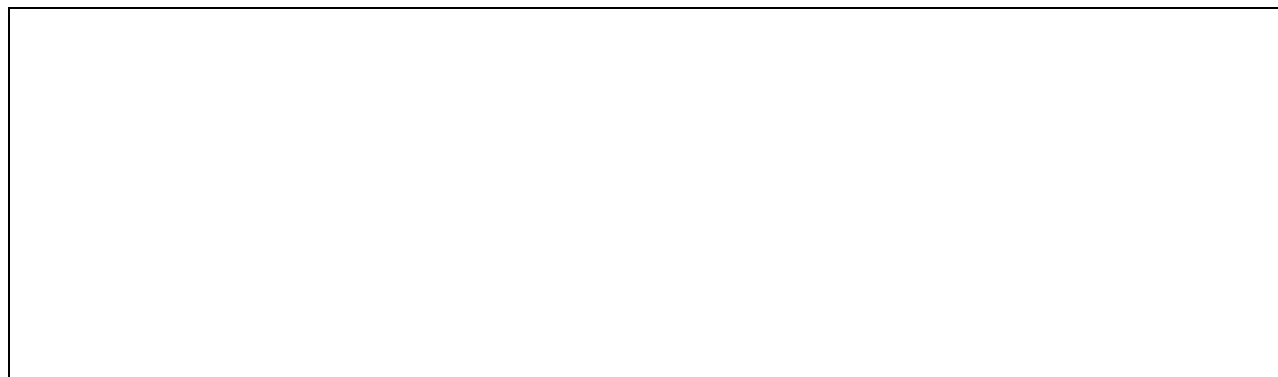
A five-day training workshop was held for ten care-givers and three project staff in August 1999 in Peshawar. An NGO Alif Laila conducted the training, which was organized by SPO. The training topics included topics such as child development and imparting education to 3 to 5 year olds through play and fun-creating activities. A refresher course was also organized to follow up the initial training on the 1st of December 1999 in Kohat. 10 trained preschool readiness experts are providing education to 3-5 year olds in their respective centres, and are also a resource for the spread of ECCD messages in the communities.

ECCD Graduates and follow-up action on out-going children

144 children who were awarded completion certificates for their course in the ECCD centres and had reached the age of 6 were admitted into Government and private schools. An independent survey of consultants showed that the children were performing far better than the children with no pre-school training, and that the children from ECCD were better equipped to succeed as students in the schools.

Curriculum

Dr. Simin Masud from the College of Home Economics was consulted to develop a suitable curriculum for 3 to 5 year olds to be used in the centres. In the face of non-availability of Government curricula for this age group, this curriculum is a comprehensive and culturally adequate resource for educating 3 to 5 year olds.



A scene from the prize distribution ceremony at Razgir Banda, Kohat

Learning from experience


- Research is needed on different aspects of child care and development
- A centre-based approach, though effective in providing an entry-point to the communities, has a relatively small area of impact. There is a need to take ECCD directly to families.
- Training is required for the project staff to expose them to the intricacies of ECCD-related concepts
- The community is in favour of this project as the project message is warmly welcomed in the focus villages
- This innovative project has attracted many stake-holders who are interested in its activities.

Pre-school experience equips children with knowledge and skills for better performance in school.

Benefiting From Grandmothers' Wisdom

In a centre in Kot, the Baji (caregiver) Summaira takes an inventive and creative approach to teaching children. Her centre is special and distinct from the other centres in that it is attended by children, and is also frequented by the grandmothers of the children and other elder women of the community. These women help Summaira in dealing with the children and they are also full of exciting stories to tell the children. Along with their unique contribution to the education of these young ones, they also benefit from the teachings of the Baji. Once, during a visit to the centre of the project staff, a community worker asked one of the students about the anatomy of the human body, while pointing towards a chart. The students could not name a particular part. One of the grandmothers, though illiterate, shouted: "dasoo na keh nose hai" "Tell her it's a nose". Hence the centre is indeed a centre for informal education for children and also for anyone else who cares to benefit from it, from mothers to siblings to grandmothers.

Another example of the involvement of mothers and grandmothers in Sumaira's centre was that as per the curricula the children were asked to exercise to improve their motor skills. Lack of knowledge about PT (Physical Training) caused the spread of rumours that the centres teach children how to dance. Hence, during a visit of the project staff, the community worker demonstrated the exercises and identified for the mothers and grandmothers the positive effects of exercise on the development of muscles. The women were so impressed with what they had learnt as a result of exercise that they stopped spreading malicious rumours and reported that they themselves had adopted routines of simple exercises, they said that, as result of exercises the pain that they used to experience in their backs and legs prior to exercising was slowly diminish. What started off as an event for young children has now become a very useful learning experience for the older generation as well.



SECTION FOUR GOVERNANCE

General Body

The General Body of SPO comprises 34 individuals from all four provinces of Pakistan. This is the highest decision making body within the SPO governance structure and is the legal custodian of the organization. Members serve on a voluntary basis. They bring to SPO a wealth of experience, professionalism and skills. Few other development NGOs have such a broad and deep nation-wide representation. SPO is committed to increase Members' inter-action with the staff and its partners.

This year and for the first time, the Regions invited Members to the opening and concluding sessions of various SPO-run training and capacity-building events. In addition, two regions invited Members for more detailed orientation of their programmes. These provided Members with a better understanding of the regional programmes and also helped to develop a stronger affinity with SPO staff and partners. Members appreciated these opportunities to inter-act with the staff and communities. They also expressed a desire to increase such inter-action. It was agreed that Members may, subject to their availability and no additional logistical costs, accompany field staff during project monitoring visits.



The CE briefing the members at the 6th annual general meeting, 26th February 2000

General Body Members normally meet once a year at the Annual General meeting, which in 2000, was held in February instead of December, as is the tradition. The main reason for breaking from tradition was the announcement of the Government's plan to devolve power to the grass-roots. SPO wanted to involve the Members and benefit from their collective wisdom in helping to assess and articulate what civil society wanted to see in the devolution plan. The AGM was therefore put off to coincide with the national seminar on this subject on 27th February 2000. Active participation of Members at the regional seminars held in each of the provinces made it all the more important that they attend the national seminar and see how their regional findings are synthesised for presentation to the National Reconstruction Bureau (NRB).

In addition to the routine business of the AGM, senior staff briefed Members on SPO's Learning Information System (LIS), the Development, Planning and Management (DPM) training course and the Women's Emancipation Programme (WEP). This particular AGM was notable for another reason as it was the last one to be chaired by Mr. Javed Jabbar prior to his resignation from the post of Chairperson.

Board of Directors

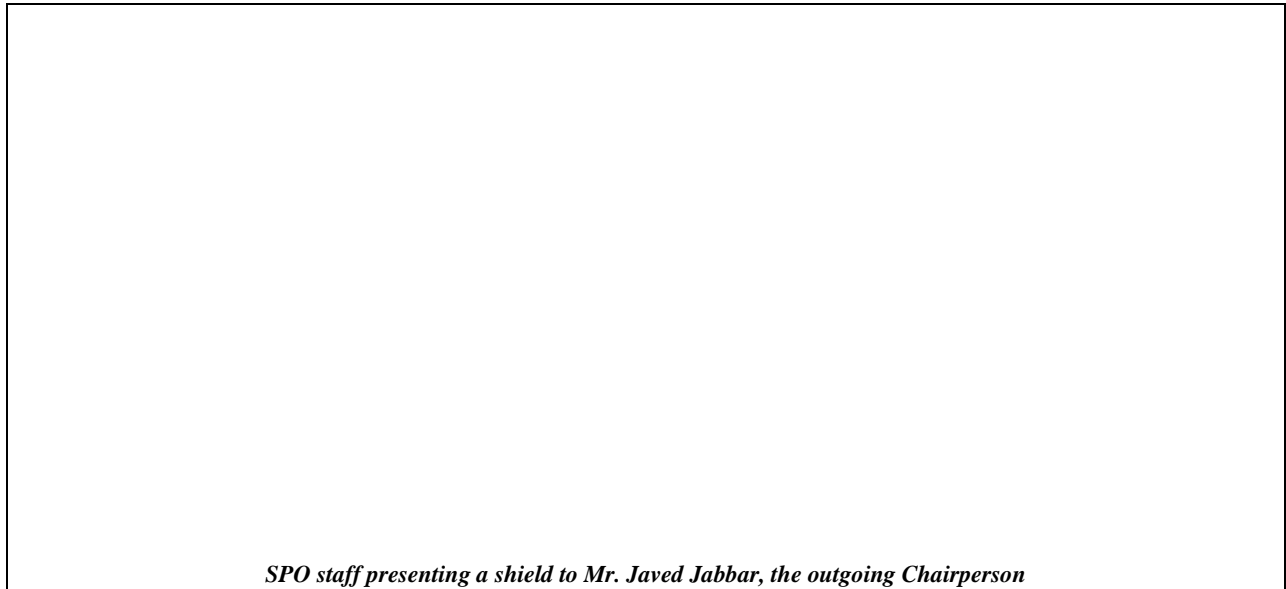
There is a fourteen-member Board of Directors. Thirteen members are elected directly from within the General Body. The Chief Executive is the ex-officio fourteenth member. The BoD represents the main interface between governance and management. As the representative of the General Body, the Board has primary responsibility for policy and strategic-level decisions and for over-sight at the macro level of SPO performance and direction. Historically, the Board has taken a responsive role. But as of this year, the Board has become more pro-active, initiating more detailed debate and providing increased support and guidance to the SPO management. However, throughout this increased interaction the Board has been extremely careful not to micro-manage SPO and, secondly, to ensure that Members' contribution (time and expertise) remains totally voluntary.

The Board remains strongly of the belief that if a thing is worth doing then it is worth doing well: that one can catalyse social development which is participatory and responsive to local needs and is executed in a professional manner. A lot of the support that has been provided during the year has focussed on further strengthening the professional capacity in SPO. Members of the Board have been involved in issues such as recruitment of senior staff; advice and feedback on issues like GAD policies, financial management, strategic directions, inauguration of training and networking events and continued provision of technical support and guidance on documentation. There is genuine appreciation within SPO for the commitment and enthusiasm with which they undertake these tasks.

This year saw a change of leadership in the SPO Board. Mr. Javed Jabbar, who has been the Chairperson of the SPO Board of Directors since 1995, tendered his resignation at the twenty-eighth Board meeting in February 2000. His appointment as Advisor to the Chief Executive of Pakistan on National Affairs (a Cabinet level position) did not allow him to devote as much time to SPO as he would have liked to as the Chairperson. He therefore decided it would be more appropriate to step down as Chairperson. Members appreciated the reason for his decision and accepted his resignation. They did however insist that he continues to serve SPO as a Board member. The resignation served to underscore the fact that the SPO board abides by a strong code of ethical principles and in so doing promotes positive and healthy precedents. Ms. Ferida Sher, Vice Chairperson, was requested to take over as Chairperson for the remainder of the term i.e. up to December 2000.

As a small token of appreciation, a shield was presented to Mr. Javed Jabbar at a dinner given in his honour by the GB and Board Members and Staff of SPO. It was noted with warm admiration

that he had not missed a single Board or AGM meeting during his two terms as Chairperson. The new Chairperson said that the outgoing Chairperson has set very high standards for this position.



Advisory Council

The SPO Advisory Council is a forum that provides SPO's benefactors an opportunity to discuss mutually relevant issues, receive briefings on the over-all progress during the preceding period, examine bottle-necks and obstacles that are, or are likely to, hinder SPO's operations and provide collective support to remove such hurdles.

The Council's interest in SPO remains consistent. One indication of this is that at its meeting in September, members requested SPO to explore the possibility of doubling the frequency of its meetings. Another issue that came under discussion was the possibility of a separate Multi-donor Coordination Group. Members eventually agreed not to pursue this option. Rather, they would try to accommodate donors' needs for information within the frequency and scope of Council meetings.

The current membership includes:

- Economic Affairs Division of GoP (EAD)
- Canadian International Development Agency (CIDA)
- Netherlands Embassy (RNE)
- Delegation of the European Commission (EC)
- The Asia Foundation (TAF)
- SPO (represented by the Chairperson and the Chief Executive)

SECTION FIVE

DEVOLUTION OF POWER TO GRASS-ROOTS LEVEL: A SEMINAR SERIES

Background

The present Government has stated its intention to introduce dramatic and substantial changes in the governance structures at all levels. The Chief Executive of Pakistan had included the devolution of power to the grass-roots level as one of the points of his seven points programme in his principal policy address to the nation on 17th October 1999.

This move, however, opened a debate within the NGO community on a number of issues, not least of which was the whole issue of the long-term ownership, sustainability, and legitimacy of any local governance intended to be introduced.

Mr. Omar Asghar Khan (Federal Minister for Environment, Local Government and Rural Development, Labour and Manpower) addressing participants at the National Seminar on Devolution of Power to the Grassroots Level in Islamabad, 27 February, 2000

Rationale for the workshops

The announcement late last year that the Government was planning to establish District Advisory Boards activated the communities. SPO received queries from CBOs and NGOs about how they could become members of such Boards. At the same time an increasing number of people began to voice their concerns about the speed and manner in which these Boards were to be established.

This only helped to strengthen our belief that a significant portion of the public wanted more dialogue and debate on the whole issue of devolution of power.

As a result of our geographic coverage, programmatic association with rural CBOs and networking with NGOs and support agencies, we have relatively easy access to different tiers of civil society. Whilst some may argue that up-front and direct advocacy is not one of our main areas of focus, our commitment to effective community participation is second to none. We at SPO strongly believe that if changes are to happen, then those who are likely to be affected most by such changes should, at the very least, have some sort of a platform to raise their concerns, express their ideas, hopes and views. Based on this belief, we formulated out a plan for a series of Stakeholders' Workshops, (one in each province); wherein the three main players (the public and private sectors and civil society) could come together to share, discuss and deliberate on issues pertaining to governance and power structures at the grass-roots level.

These Workshops were not designed to replace or circumvent initiatives planned by the Government or other agencies. They, in fact, ensured that our partner organizations and communities were provided with a platform through which they could help enrich and broaden the debate.

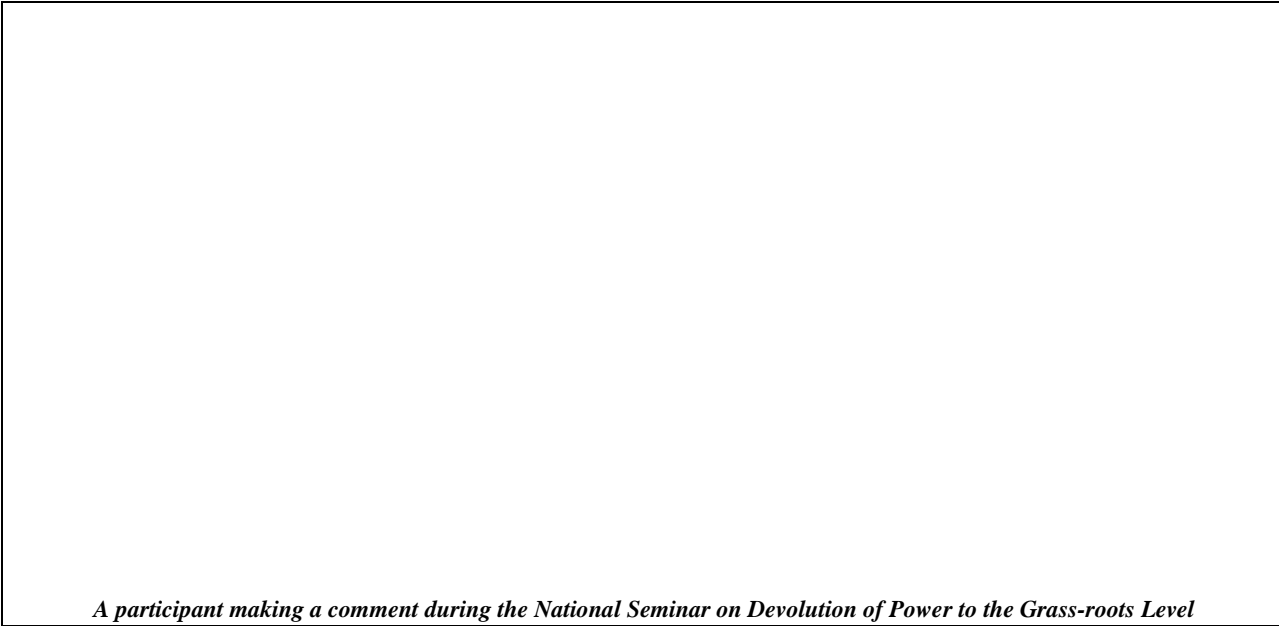
As a result, five workshops were held: one each at Mian Channu, Quetta, Peshawar, Hyderabad and at our National Centre in Islamabad.

Participants

The series of workshops was attended by a large number of participants at all locations; including representatives from the Government, the NGOs/CBOs and the communities. There were extensive debate sessions on a variety of issues, including working group formation at all levels, to develop sets of recommendations based on consensus amongst all stakeholders.

Recommendations

The recommendations from the regional (provincial) seminars were collated under four main headings and then presented to the participants. It was not possible to reach consensus on every recommendation, but the participants agreed to allow for regional variations and thus general agreement was reached on a set of key recommendations. These are presented in Annexure 'E', entitled "Key Recommendations on Devolution of Power to the Grass-roots Level".




A participant making a comment during the National Seminar on Devolution of Power to the Grass-roots Level



SECTION SIX SPO FINANCES

Financial Overview

Mr. Ferry de Kerckhove, the Canadian High Commissioner and Mr. Ali Akbar, the Chief Executive of SPO, at a small ceremony at the SPO National Centre, Islamabad on 19th July 1999, formally signed a Contribution Agreement for Phase II of CIDA's support to SPO. Some members of SPO were also present. Under this agreement CIDA will provide financial and technical support to SPO in the amount of CDN \$ 3 million over a period of four years for 1999-2003 programmes and operations of the National Centre and Punjab region.



H.E. Mr. Ferry de Kerckhove, Canadian High Commissioner, signing the Phase-II Contribution Agreement

Though CDN \$ 1 million less than the amount requested in SPO's original proposal, the Contribution Agreement and the resulting flow of funds came through at a crucially helpful time. Further delays would have created a serious cash-flow situation for SPO, especially given the fact that The Asia Foundation was only able to support the VEP programme for four months.

Under the European Union's Contract for the Award of Grant signed in 1998, SPO was to receive 80 % of the first-year allocation within 60 days of a formal request. This was actually delayed for over 17 months. SPO thus continued to fund its NWFP and Sindh operations from its own internal savings and by borrowing from its Social Sector Fund.

However, by year-end, SPO had received all the instalments that were due and this resulted in a substantial increase in the annual revenue as compared with the preceding year. More detailed information is given in annexures under SPO Audited Accounts for 1999- 2000.

Whilst the increased donor base provides stability and strength, SPO continues to pursue the establishment of a reasonably sizable endowment fund that would significantly contribute to

long-term sustainability. Though SPO has made modest progress towards this end, it remains severely hampered by the Government's refusal to provide the necessary tax exemptions that would be needed to create a more substantial endowment fund.

Auditors' comments

AUDITORS' REPORT TO THE MEMBERS

We have audited the annexed balanced sheet of Strengthening Participatory Organisation ("the company") as at 30 June 2000, the related income and expenditure account and cash flow statement 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.


It is the responsibility of the company's management to establish and maintain a system of internal control, and prepare and present the above said statements in conformity with the approved accounting standards and the requirements of the Companies Ordinance, 1984. Our responsibility is to express an opinion on these statements based on our audit.

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining, on test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and after due verification, we report that:

- (a) In our opinion, proper books of accounts have been kept by the company as required by the Companies Ordinance, 1984.
- (b) In our opinion-
 - i. The balance sheet and the income and expenditure account together with the notes thereon have 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 for the purpose of the company's business; and

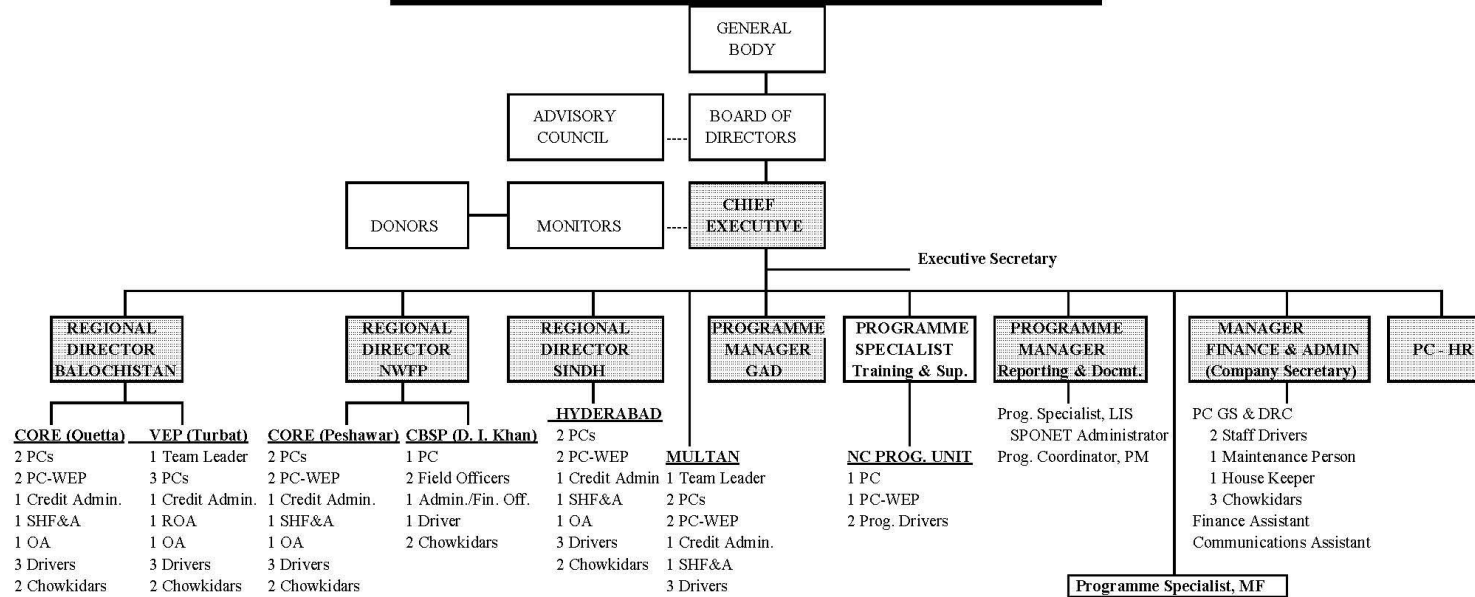
- iii. The business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the company;
- (c) In our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account and cash flow statement together with the notes forming part thereof conform with approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the company's affairs as at 30 June 2000 and of the surplus and its cash flows for the year then ended;
- (d) We draw attention to note 15 to the accounts wherein it is stated that as the income of the company is not taxable, therefore no provision for taxation has been made in these accounts; and
- (e) In our opinion, no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980.

TASEER HADI KHALID & CO.
Chartered Accountants
Member of KPMG International



ANNEXURE "A"

SPO ORGANOGRAM 1999-2000



 S P O MANAGEMENT COMMITTEE

NC = National Centre, LIS = Learning Information System, MF = Micro Finance, GAD = Gender and Development, GS = General Services
 PC = Programme Coordinator, WEP = Women Emancipation Programme, SHF&A = Section Head, Finance & Administration, HR = Human Resource
 ROA = Regional Office Administrator, OA = Office Assistant, VEP = Village Education Programme, DRC = Development Resource Centre

ANNEXURE “B”

MEMBERS OF THE BOARD OF DIRECTORS

BALUCHISTAN

1. Mr. Syed Abid Rizvi
2. Ms. Zeenat Yaqoub Yousafzai
3. Mr. Mohammad Amin

ISLAMABAD

4. Ms. Tahira Abdullah

NWFP

5. Dr. Farhat Khan
6. Dr. Tufail Mohammad Khan
7. Ms. Rukhshanda Naz

PUNJAB

8. Ms. Ferida Sher^{+@}
9. Dr. Prof. Karamat Ali
10. Mr. Mohammad Riaz Gondal

SINDH

11. Mr. Javed Jabbar [@]
12. Mr. Noor Ahmed Nizamani
13. Vacant

14. Ali Akbar, Chief Executive, SPO

@ Chairperson (till 26 February 2000)

+@ Vice Chairperson (till 26 February 2000 and Chairperson from then onwards)

SPO GENERAL BODY MEMBERS AS ON JUNE 2000

1. Ms. Shahla Zia	2. <i>Ms. Tahira Abdullah</i> *
Islamabad	Islamabad
3. Mr. Omar Asghar Khan Abbottabad	4. Vacant
5. Dr. Qurat-ul-Ain Bakhtiari Quetta	6. Mir Haji Jalal Khan Turbat
7. Ms. Aliya Rab Quetta	8. <i>Mr. Syed Abid Rizvi</i> *
9. <i>Mr. Mohammad Amin</i> *	10. <i>Ms. Zeenat Yaqoub Yousafzai</i> *
Turbat, Mekran	Quetta
11. Mr. Izat Aziz Kurd Quetta	12. <i>Ms. Farhat Khan</i> *
	Peshawar
13. <i>Dr. Tufail M. Khan</i> *	14. Dr. Tasleem Akhtar
Peshawar	Peshawar
15. Dr. Shaheen Sardar Ali Khan Peshawar	16. Mr. Mohammad Rafiq Peshawar
17. Mr. Reginald Dennis Williams Peshawar	18. <i>Ms. Rukhshanda Naz</i> *
	Peshawar
19. Sister Naseem George Multan	20. Mr. Vincent A. David Gujranwala
21. <i>Ms. Ferida Sher</i> ⁺ *	22. Ms. Neelam Hussain Lahore.
Lahore	
23. Ms. Baela Jamil Lahore	24. <i>Dr. Prof. Karamat Ali</i> *
	Multan.

25. **Mr. Mohammad Riaz Gondal** *
Mandi Bahauddin
26. Mian Ijaz-ul-Hassan
Lahore
27. **Mr. Javed Jabbar** @
Karachi
28. Ms. Rasheeda A. Husain
Karachi
29. Mr. Iqbal Jafar
Islamabad.
30. **Mr. Noor Ahmed Nizamani** *
Hyderabad.
31. Ms. Sadiqa Salahuddin
Karachi
32. Dr. Hafiz Pasha
Karachi
33. Prof. Ms. Tanveer Junejo
Jamshoro
34. Dr. Husna J. Memon
Hyderabad.

Note: @ = Chairperson SPO BoD, + = Vice Chairperson SPO BoD,
* = Member SPO BoD

ANNEXURE "C"

STRENGTHENING PARTICIPATORY ORGANIZATION BALANCE SHEET AS AT JUNE 30, 2000

		2000 Rupees	1999 Rupees
FIXED ASSETS		18,628,639	12,248,645
LESS: ACCUMULATED DEPRECIATION		<u>6,283,578</u>	<u>4,667,777</u>
		12,345,061	7,580,868
CAPITAL WORK IN PROGRESS		-	-
CURRENT ASSETS			
Advances, Deposits, Prepayments and Other Receivables	1	2,625,733	2,282,677
Cash and bank balances	2	<u>49,197,944</u>	<u>27,198,406</u>
		51,823,677	29,481,083
CURRENT LIABILITIES			
Accrued and other liabilities	3	2,845,550	3,307,136
Differed Grant	4	<u>8,290,776</u>	<u>3,078,975</u>
		11,136,326	6,386,111
NET CURRENT ASSETS		<u>40,687,351</u>	<u>23,094,972</u>
		<u>53,032,412</u>	<u>30,675,840</u>
REPRESENTED BY			
Fund Balances	5	(858,391)	(3,488,780)
Capital Reserves		6,984,060	6,984,060
Reserve Funds		3,699,561	1,200,000

Restricted Funds	43,207,182	25,980,560
	<u>53,032,412</u>	<u>30,675,840</u>

These accounts were approved by the Board of Directors on Nov 4, 2000

ISLAMABAD		CHIEF EXECUTIVE	DIRECTOR
STRENGTHENING PARTICIPATORY ORGANIZATION			
REVENUE AND EXPENDITURES ACCOUNT			
FOR THE YEAR ENDED JUNE 30 2000			
		2000	1999
		Rupees	Rupees
REVENUE	6	70,463,966	24,292,085
EXPENDITURE			
PROGRAMME ACTIVITIES			
Programme expenses	7	23,381,706	21,309,420
Grants to NGOs / CBOs	8	3,745,122	2,310,465
Disbursement from funds managed on behalf of other organizations	9	<u>5,419,466</u>	<u>3,638,050</u>
Sub-Total Program Expenses		32,546,294	27,257,935
ADMINISTRATIVE EXPENDITURE	10	10,321,718	8,283,230
		<u>42,868,012</u>	<u>35,541,165</u>
EXCESS OF REVENUE OVER EXPENDITURE		27,595,954	(11,249,080)
TRANSFER TO RESTRICTED FUNDS		(17,254,203)	3,919,548
TRANSFER TO DEFERRED GRANTS - NET		(5,211,801)	145,676

DEFICIT FOR THE YEAR	5,129,950	(7,183,856)
SURPLUS FOR THE YEAR TRANSFERS TO FUNDS BALANCES	(2,630,389)	7,183,856
RESERVE FUND	(2,499,561)	-
	-	-

ISLAMABAD STRENGTHENING PARTICIPATORY ORGANIZATION STATEMENT OF CHANGES IN FINANCIAL POSITION FOR THE YEAR ENDED JUNE 30 2000	CHIEF EXECUTIVE	DIRECTOR
	2000 Rupees	1999 Rupees
CASH FLOW FROM OPERATING ACTIVITIES		
Net surplus/(deficit) for the year	27,595,954	(11,249,080)
Adjustment for:		
Depreciation	1,615,801	806,517
Fixed assets written off	-	(44,462)
	1,615,801	762,055
OPERATING SURPLUS BEFORE WORKING CAPITAL CHANGES	29,211,755	(10,487,025)
Decrease / (increase) in receivables	(343,056)	460,982
(Decrease) / Increase in current liabilities	(461,586)	1,214,670
	(804,642)	1,675,652
NET CASH FLOW FROM / (USED IN) OPERATING ACTIVITIES	28,407,113	(8,811,373)

CASH FLOW FROM INVESTING ACTIVITIES

Capital expenditure	(6,379,994)	(100,102)
Sale proceeds	-	85,216
Refund to donors	(27,581)	(91,003)
	<u>(6,407,575)</u>	<u>(105,889)</u>
NET CASH INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	21,999,538	(8,917,262)
CASH & CASH EQUIVALENT AT THE BEGINNING OF THE YEAR	27,198,406	36,115,668
CASH & CASH EQUIVALENT AT THE END OF THE YEAR	<u>49,197,944</u>	<u>27,198,406</u>

ISLAMABAD**CHIEF EXECUTIVE****DIRECTOR**

ANNEXURES

ANNEXURE “D”

LEARNING FROM THE LIS

The LIS Section now regularly receives data from the regions as part of its activity tracking and CBI-assessment functions. This is then analysed and shared with the management. The report below is a summary of the year-end status for those partner organizations that have been assessed after the completion of the DPM cycle.

As of June 30, 2000 a total of 267 partner organizations have been assessed to determine their post-DPM maturity level. 47% of our CBOs have achieved Level Three or above which indicates the practical achievement of SPO through its DPM programme.

Table: POST-DPM Maturity Level of 267 POs as of June 30, 2000

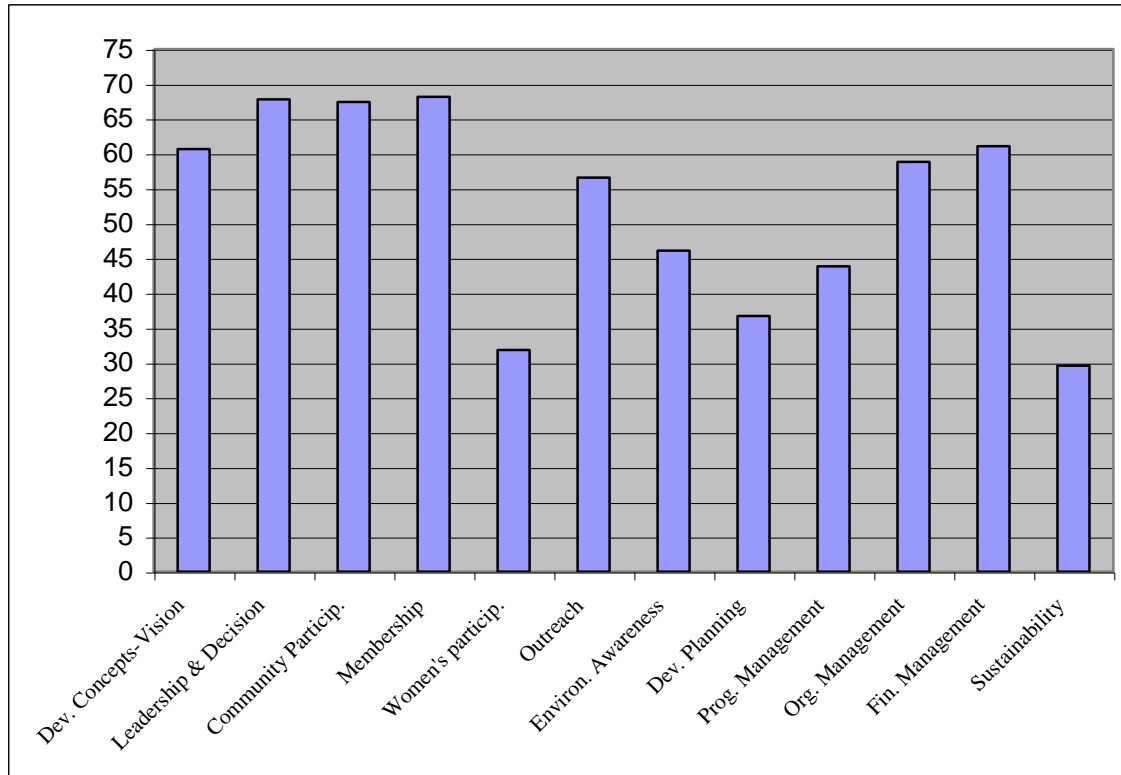
Maturity Level	Balochistan	NWFP	Punjab	Sindh	Total	%age
Welfare Oriented	17	2	15	16	50	18.7
Some Development Qualities	40	11	23	19	93	34.8
Dev. Organization with Some Gaps	29	19	18	11	77	28.8
Operational Development Organization	6	23	12	2	43	16.1
Ideal Dev. Organization	0	0	0	4	4	1.5
Total	92	55	68	52	267	100

The achievement level and recommendations made against each indicator are as follows:

Development Concepts and Vision:

60.7% POs have achieved the desired level on completion of DPM. These POs have developed their vision statement and the members are at least conscious of its contents. These POs have also realized that the sustainability of the organization is one of the major issues and requires support through income generation projects. 7.9% of the total POs are at ideal stage. Their work is totally aligned with the developmental approach and all activities contribute to the achievement of their vision and mission. These CBOs have identified the needs of their area to be fulfilled on a priority basis in the next five years.

Figure: %age of POs at the level 3 or above in each indicator



Leadership and Decision-making:

67.8% POs have improved their leadership in a fair and democratic manner through holding elections rather than selection by the small group. However, the majority of the leadership is controlling instead of monitoring the activities. 15.7% of the total POs have achieved the ideal level. All the decisions are made through a participatory approach and members have positive feelings about the process. Opportunities are shared with all members. The leadership monitors the activities and provides feedback as appropriate.

Community Participation:

67.4 POs have succeeded in motivating and mobilizing their communities so as to involve them in organizational activities. The communities believe that the organizations are working to tackle real issues. This facilitates in identification and mobilizing resources. Organizations also ensure that all decisions are taken by the members. 10% POs have reached the ideal stage in terms of community participation. They have made their projects sustainable through involving the community in the monitoring process. The POs also ensures that they approach all sections of the community in order to gain the confidence of their respective communities. The most positive aspect is that these POs accept and practice the principle that they are accountable to their communities.

Membership:

68.2% POs have increased and established their membership base in a more systematic manner. 50% of members represent the poor and the middle class of the community. Most of the members attend the meetings regularly and participate actively. The membership record shows that 60% members pay their fees on a regular basis. 5% POs have reached ideal stage where 90% of the members are from the poor/middle class and also represent all sections of the community. They pay their membership fees regularly and take keen interest in organizational activities.

Women's Participation:

The progress under this indicator is very low i.e. 31.8%. These POs have included a few activities to address the women's issues relevant to their communities. POs are agreed that there is a need to form and strengthen female organizations in their area. At present, POs share information with the women's community before taking the decisions relevant to women. Only 1.5% (3 CBOs) have reached the ideal stage. These are highly sensitised organizations and have female members in their leadership involved directly in decision-making. They have integrated GAD as a cross-cutting theme in organizational activities.

Out-reach:

56.6% Partner Organizations are well-known within their communities and have the potential to inter-act with different development stakeholders. These organizations are members of PDCs. Some of them have received support from Government and local/international donors both in cash and in-kind but they still need to strengthen their positive potential in order to receive project funding for their community-based projects from new donors.

Environmental Awareness:

46.1% organizations are sensitised towards environmental issues. They are consciously/indirectly involved in improvement of the environment on a very small scale. These organizations have shown their maturity during the development of projects where they have been sensitive to the environmental dimension. However, these organizations do not yet have the special skills to conduct formal initial environmental assessments.

Developmental Planning:

Capacity for developmental planning has scored low. Only 36.7% of the organizations are able to develop the project activity plan and budget with minor support from SPO's Programme Coordinator. The main problem has been identified as being the difficulty experienced by both CBOs and POs in developing the logical framework matrix. For example, they are unable to differentiate between objectives and purposes.

Programme Management:

43.8% Partner Organizations have developed informal monitoring systems and are able to provide monitoring reports whenever requested by a donor. CBOs rarely publish their progress reports and related requirements but circulation is very limited. None of the organizations has evaluated their projects and there is no independent, trained, locally-based source of verification to analyse their skills and achievements.

Organizational Management:

58.8% organizations have developed their basic policies and procedures but have not fully implemented related requirements. Pre-planned meetings with agenda are held on a regular basis but the follow-up actions on decisions are not on regular basis. These CBOs have achieved more than 50% of the planned targets. The over-all performance can be rated at the satisfactory level.

Financial Management:

61% Partner Organizations have skills to manage membership funds and community donations accurately. Quarterly financial reports are produced whenever required by SPO to monitor choti-funding projects. Internal audit has not been performed by a single organization and external audit is rarely conducted by even registered organizations.

Finance secretaries of CBOs should sensitise more fellow members about financial aspects to ensure preparation of the regular financial reports.

Sustainability:

The lowest score has been observed for sustainability. Only 29.6% organizations have mobilized resources other than membership fee from their own community. Members of organizations share a vision but lack the confidence to participate/inter-act with other development stakeholders. Members require minor support from the leadership and SPO to design and develop projects.

**RECOMMENDATIONS FROM THE NATIONAL SEMINAR ON
DEVOLUTION OF POWER TO THE GRASSROOTS LEVEL
(February 27, 2000 in Islamabad)**

What type of power structure do we want under the new system?

- The Senate should be given more powers, and effective representation should be given to all regions. Its members should be elected directly by the people.
- Provincial autonomy instead of district level government should be the first priority
- Financial and administrative autonomy of the provinces should also be the first priority
- No parallel system of power sharing other than the local government
- Only voters should have the right to end the tenure of an elected representative or a Government before the due time
- Appropriate remuneration must be paid to councillors to eradicate corruption
- Obsolete Government department structures should be changed
- Special provincial pool of funds to end provincial disparities should be set up
- Developed areas’ income should be used for the development of the under-developed areas from the special provincial pool
- No change in provincial boundaries should be made in the name of devolution of power
- Role of MNAs and MPAs should be that of policy-making and legislation, not of micro-management
- There should be a clear distinction of roles for Government and judicial representatives
- Village conciliatory institutions (*jirgas*) be revived again
- This new system should be given the name of “participatory government” instead of “local government”

What type of electoral system will ensure the representation of under-privileged sections of society?

- Equal representation and a direct electoral system with seats reserved for minorities
- Women should be given equal representation , i.e. 50%
- Transparent election system within political parties
- The President, Prime Minister and Chief Ministers should have the right to be elected twice
- Constituencies should be smaller in size based on population
- No member can contest independently, i.e. party based elections should be held
- Casting of vote should be made compulsory

- A candidate can only contest for one seat
- A candidate must be resident of his/her constituency
- No door-to-door campaigns should be allowed
- Corner meetings should be allowed during the election campaigns
- Government servants should be allowed to participate in the elections one year after their retirement
- Convicts, bank defaulters and corrupt persons should not be allowed to contest elections
- Minimum educational criteria:
 - BA for National Assembly
 - F.A. for Provincial Assembly
 - Matric for District Council
- 33% representation to women in candidates of political parties for general elections (not reserved seats, but party-nominated contestants)
- There should be strict control on election expenditures
- Direct election of President, Prime Minister and Governors
- People above 18 should have the right to vote
- Voters' numbers should be printed on identity cards
- First names of women should be included on identity cards
- Re-election if voter turn-out is below 50% of the total registered votes
- Elections should be held on a non-party basis only for Union Councils and at village level.

What type of services and responsibilities should be distributed and to which levels?

- Access to information must be taken as a fundamental human right, and should be incorporated in Article 13 of the Constitution
- No policy in any way should be formed against a local government. This guarantee should be included in Article 37
- In Article 32, the status of local government must be made clearer and it should be given a full Constitutional cover
- Local government should be made responsible for more subjects from the Concurrent list of the Constitution
- District Council is the main institution of development and administration
- District-level planning boards comprising professionals and elected representatives are needed at this stage
- District assemblies/councils will act as accountability institutions for these boards
- Social welfare, rural development and emergency relief, education, and basic health should be given to local governments and should be free of political interference
- The concept of metropolitan police should be introduced in big cities
- The system of performance evaluation in Government departments should be revised
- People should be made to financially participate in projects
- Conciliatory courts at local level should be formed
- Industry based on local raw materials and natural resources should be encouraged

What capacity building and skill development will the local community, their representatives and government servants require for implementing the above-mentioned recommendations?

In general, capacity-building can be divided into two main groups: Awareness and Management.

- Awareness
 - Political education for local communities, especially women about Government structures, role and areas of operation
 - Education of Government employees (both officials and staff) to help improve their understanding of their own roles and responsibilities
 - Education of political activists, particularly those working at the grass-roots level
 - Political education of voters about the need to use their right of vote

- Management

(For elected members)

- To educate them about their responsibilities
- Aspects of decision-making
- Planning at local level
- To mobilize local resources and their management
- Record-keeping
- Financial management
- Leadership qualities

(For Government officials)

- Participatory development, its importance and training
- Technical expertise in relevant areas
- Information management and dissemination
- Record-keeping and audit
- Financial management

SPO Contact Addresses

1. SPO National Centre, H. # 9, St.# 89, G-6/3, Islamabad. Tel.# (051) 2272978, 2820426, 2820983, Fax. # 2273527, Email: spopk@comsats.net.pk, Website: <http://www.spopk.org>
2. SPO Balochistan Centre, H. # 430-D, Samungali Housing Scheme, Samungali Road, Quetta. Tel.# (081) 833801, Fax. # 839404, Email: spo2@qta.infolink.net.pk

- 3.SPO NWFP Centre, H. # 12, Sector D-1, Opposite Tatara Park, Phase-1, Hayatabad, Peshawar. Tel. # (091) 811168, Fax. # 819837, Email: sponwfp@psh.paknet.com.pk
- 4.SPO Southern-Punjab Centre, H. # 20-A, Officers Colony, Bosan Road, Multan. Tel.# (061) 520848, Fax. # 520849, Email: spofour@brain.net.pk
- 5.SPO Sindh Centre, H. # A-31, Block 1, Phase 1, Qasimabad, Hyderabad. Tel.# (0221) 654-725, Fax. # 652125, Email: spo@hyd.paknet.com.pk
- 6.SPO-VEP Centre, Pasni Road, Turbat, Mekran. Tel.# (0861) 412333, Fax. # 4123384, Email: spovep@qta.paknet.com.pk
- 7.SPO-CBSP Centre, H. # 164, Ghaffar Road, Cantt. Dera Ismail Khan, Tel. & Fax. # (0961) 713-231, Email: ammal@project.psh.brain.net.pk