

Annual Report 2001-2002

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About SPO

Strengthening Participatory Organisation (SPO) is a non-government, not-for-profit institution that aspires to empower the poor—especially poor women—by building their ability to help themselves. Broadly, our interventions take the form of capacity building of community based organisations (CBOs) for improved development management, and subsequent assistance in project funding and network building. A separate Women’s Programme ensures that women receive extra attention in the provision of these services, while a host of sectoral and collaborative projects enable us to provide specific development assistance, in the form of funding and capacity building, in different parts of the country.

SPO is registered under The Companies Ordinance 1984 as an indigenous support organisation. It is governed by a General Body through a Board of Directors, and operates from seven offices in the country, including a National Centre in Islamabad, and regional and project offices in Peshawar, Quetta, Multan, Hyderabad, Turbat, and Dera Ismail Khan (D I Khan).

Vision

A democratic, socially just and tolerant society guided by participatory principles, which realizes the full potential of its people and their aspirations for sustainable and self-reliant development.

Mission

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.

History

SPO was originally set up as the Pak-Canada “Small Projects Office” in 1987 under an agreement between the Government of Pakistan and CIDA. The three-year project was intended to provide intermediary funding services for community based voluntary organisations in Pakistan, mostly to promote local infrastructure development, alleviate poverty, and help provide basic amenities of life.

It soon became clear that funding alone was not enough: community based organisations lacked the capacity to systematically plan and effectively implement the development initiatives they needed. In response, SPO made two major changes in its strategy: we redefined our target group so as to focus only on rural communities; and we expanded our support role to emphasize capacity building of the funding recipients.

These changes came into effect in 1991, and SPO started training rural CBOs in:

- Planning, managing, and evaluating development initiatives;
- Identifying and mobilising local resources;
- Enhancing community participation;
- Increasing women’s involvement in development; and

- Addressing environmental concerns.

This approach had such clear positive impacts on grassroots organisations that both CIDA and SPO staff decided to explore the project's continuation on a more permanent footing. With technical support from CIDA and Cowater International, and approval from the governments of Canada and Pakistan, SPO was reborn as "Strengthening Participatory Organisation" in early 1994.

Programme Areas

The broad areas of SPO's interventions are outlined below; more details about each are provided in the relevant section of the activity report:

Development Planning and Management (DPM) Training and Other Capacity Building. SPO conducts DPM training as well as shorter capacity building programs to motivate and assist CBOs in efficiently addressing local development needs, with the participation of other members of their communities;

Participatory Development Coalitions (PDCs). SPO helps partner CBOs that have undergone DPM training in forming coalitions, or PDCs, which can benefit from larger project, funding, networking, and other opportunities.

Women's Programme. This programme seeks to mobilise and strengthen female groups so they can evolve into formal development organisations that can then be mainstreamed into community development through DPM training and PDC membership.

Project Funding. SPO operates a social sector fund to support DPM-trained CBOs in conducting projects to promote health, education, environment, governance, agriculture, and income-generation in local communities.

Sectoral and Collaborative Projects. In addition to its core programmes, SPO undertakes various small-scale development projects in different parts of the country. These initiatives are funded by different donor agencies and aim to address a specific local need, such as education and literacy, child health, and awareness building for improved local governance.

Institution Building. Another important area of attention for the organisation is its own institutional development, i.e., its growth as a technically sound and financially viable organisation playing a responsible and responsive role in civil society.

Common Elements in All Programme Areas. In its development interventions, as well as internal affairs, SPO takes great care to uphold principles of gender equality, environmental protection, and good governance. These themes occur repeatedly and in diverse forms in each of our activities, whether we are appraising projects for funding, preparing a training program, or writing internal policy. Particular instances of attention to these "cross-cutting themes" are highlighted in each section of this report.

Approach to Development

Development efforts succeed only when they respect the interests, capabilities and aspirations of the people they are meant to benefit; without meaningful and democratic participation of these "real" stakeholders, interventions are likely to have only limited and temporary benefits. Moreover, one-sided approaches to development eventually lead to the sort of inefficient and inappropriate socioeconomic and political systems perpetuating poverty in Pakistan today.

People’s participation, therefore, forms the cornerstone of SPO’s approach at all program levels:

- SPO’s capacity building and funding support is directed at CBOs, which are the immediate representatives of community members.
- We not only practise participatory techniques, but also teach them to CBOs through our core capacity building program, the Development Planning and Management module.
- On a broader level, we promote participation by facilitating the formation of CBO groups—or Participatory Development Coalitions—which provide a systematic forum for local participation in matters of larger scale.

Our relations with communities are based on equal partnerships and enthusiastic teamwork. A clear vision and flexible approach help us work efficiently in the field to achieve goals that matter. Regular reflection and a pervasive culture of accountability ensure that the SPO team is always conscious of its responsibilities towards project beneficiaries and donors.

The ideal situation, as we see it, is where local participation gains such momentum that external interventions become redundant. CBOs that have the technical capability and financial viability to address basic local needs can be a highly effective vehicle for alleviating poverty and the associated misery. Enabling people to take part in their own development, until they can confidently take charge, is what SPO’s work is all about.

Outreach

SPO is currently working with 962 rural and urban CBOs in 49 out of 96 districts of Pakistan, which are represented by the shaded cells in the following table:

In Balochistan , SPO is present in 12 out of 23 districts:				
Awaran	Kachhi	Killah Abdullah	Mastung	Sibi
Barkhan	Kalat	Kilsa Saifullah	Nasirabad	Zhob
Chaghi	Kech	Kohlu	Panjgur	Ziarat
Dera Bugti	Kharan	Lasbela	Pishin	
Gwader	Khuzdar	Loralai	Quetta	
In NWFP , we reach 12 out of 24 districts:				
Abbottabad	Chitral	Kohat	Mansehra	Swabi
Bannu	D.I. Khan	Kohistan	Mardan	Swat
Battagram	Hangu	Lakki Marwat	Nowshera	Tank
Buner	Haripur	Lower Dir	Peshawar	Upper Dir
Charsadda	Karak	Malakand	Shangla	
In Sindh , SPO is working in 12 out of 23 districts:				
Badin	Jacobabad	Karachi (W)	Mirpurkhas	Shikarpur
Dadu	Karachi (C)	Khairpur	Nawabshah	Sukkur
Ghotki	Karachi (S)	Larkana	Newshehro Feroz	Tharparkar

Hyderabad	Karachi (E)	Malir	Sanghar	Thatta
In Punjab , SPO reaches 14 out of 34 districts:				
Attock	Gujranwala	Khushab	Muzaffargarh	Sahiwal
Bahawal Nagar	Gujrat	Lahore	Narowal	Sargodha
Bahawalpur	Hafizabad	Layyah	Okara	Shekhupura
Bakkar	Jhang	Lodhran	Pak Pattan	Sialkot
Chakwal	Jhelum	Mandi Bahauddin	Rahim Yar Khan	Tob Tek Singh
D.G. Khan	Kasur	Mianwali	Rajanpur	Vehari
Faisalbad	Khanewal	Multan	Rawalpindi	

Donors and Partners

SPO is privileged to be generously supported in its core programmes by the following donors and partners:

- Canadian International Development Agency (CIDA) - supports SPO's core programmes in Punjab;
- European Union (EU) - supports our core programmes in Sindh and the North West Frontier Province (NWFP); and
- Royal Netherlands Embassy (RNE) - supports our core programmes, as well as a micro-credit scheme, in Balochistan.

SPO has also benefited from its relationship with the following agencies:

- Action Aid - supports SPO's Development Area 5 project in Turbat, Balochistan;
- Department for International Development, UK (DFID) - supports the Ammal Project, a sectoral venture of SPO in NWFP;
- United Nations Development Programme (UNDP) - supports the Supporting Democratic Electoral Processes in Pakistan (SDEPP) project, in which SPO is a partner;
- Japan International Cooperation Agency (JICA) - supported the construction of a community training centre under SPO's Village Education Project (VEP) in Turbat; and
- The Asia Foundation - supported SPO's Women's Emancipation Programme.

SPO also enjoys membership of prestigious national and international networks and development forums, including Balochistan NGO Federation, CIVICUS World Assembly, International Capacity Building Forum, International Union for the Conservation of Nature and Natural Resources, Joint Action Committee (NWFP), Micro Credit Summit, Pakistan NGO Federation, Punjab NGO Coordination Council, Sarhad NGO Ittehad, Sindh NGO Federation and Southern Punjab NGO Forum.

Message from the Chief Executive

1. Capacity Building

SPO's core tool for building the capacity of community based organisations (CBOs) is the Development Planning and Management (DPM) training program. This program comprises of a series of training events that are conducted over a period of 12-15 months and attended by representatives of carefully selected CBOs. Each program is tailored to respond to the particular needs of the CBO cluster it addresses, and educates participants in concepts as well as techniques of development management. These include the meaning of development, as distinct from welfare strategies; problem identification; organisational management; data gathering techniques; project planning and management; resource mobilisation; and environmental and gender related considerations.

In the last phase of the program, the CBOs develop project proposals with SPO's assistance, which are subsequently funded by SPO through its "Choti (Small) Funding" program. Through this final activity, CBOs discover first-hand the meaning of being change agents in their communities, and are encouraged to continue to make use of the skills and concepts they have learnt.

In addition to DPM training, SPO frequently hosts shorter and specialized trainings and exposure visits to meet the specific needs of partner CBOs. Such events concern themes like health issues, infrastructure projects, financial management, gender issues, and networking.

DPM Training During the Reporting Period

The progress achieved last year in the DPM training of male CBOs is outlined below. Progress for female organisations is discussed in *Section 3*, which concerns the Women's Programme.

This year, three new clusters joined SPO's DPM program: the Kabirwala (13 CBOs) and Khushab (11 CBOs) clusters in Punjab, and the Shangla cluster (12 CBOs) in NWFP. In addition, the Balochistan-based Dalbandeen (8 CBOs) and Barkhan (12 CBOs) clusters joined the programme on a self-financed basis.

Sessions of DPM training were conducted for the following clusters:

- Mardan, Nowshera B and C, and Swabi D in NWFP;
- Shikarpur B, Shikarpur C and Hyderabad C in Sindh;
- Khuzdar, Noshki, Barkhan and Dalbandeen in Balochistan; and
- Khushab, Kabirwala and Bahawalpur in Punjab.

The first session of the DPM program, DPM 1A, was delivered at 38 CBOs to introduce them to concepts about development, gender, leadership, and organisational management. The second DPM session, DPM 1B, was delivered at 62 CBOs, which learnt concepts and skills regarding situation analysis and training techniques. DPM 2, the third DPM session, was delivered at 73 CBOs, imparting detailed concepts and skills regarding the planning of projects and programmes. The final DPM session, DPM 3, was delivered at 91 CBOs. Participants learnt advanced management concepts and acquired management skills.

During the DPM workshops and follow-ups, participants were trained to prioritise community needs, plan and implement projects, and undertake participatory monitoring and management. In the follow-up activities after each session, DPM learning was replicated with other members of the organisations, and a plan of action developed for each CBO. This helped increase all the members' active and focussed involvement in development activities within their communities.

In addition, *choti* funding was awarded to 95 CBOs, including 23 in Sindh, 6 in NWFP, 11 in Balochistan, and 55 in Punjab. The project need assessments were carried out by the recipient organisations, and most projects related to water supply, income generation, infrastructure, credit, livestock and health and sanitation.

New DPM graduates during the report period included the Mardan cluster in NWFP (13 CBOs); the Thatta A cluster in Sindh (9 CBOs); the Khuzdar and Noshki clusters in Balochistan (25 CBOs altogether); and the Bahawalpur and Khushab clusters in Punjab (11 CBOs each). The Mardan cluster includes 5 CBOs that are partners of the National Education Foundation (NEF), providing educational services in the Tribal Areas in NWFP.

Other Capacity Building

Alongside DPM workshops, SPO conducted the following trainings to enable partner organisations to play their roles more fully:

Gender and Development (GAD) training. Several events were held to sensitise partner CBOs to gender issues in development. These exposed participants to gender concepts, the methods of gender analysis, and gender-related myths. Such workshops were held for 9 CBOs hailing from 3 clusters in Punjab, and for 26 CBO members in Khuzdar, Balochistan.

Environmental training. A number of workshops were held to expose DPM partners to the environmental dimensions of development, including the benefits and methods of adopting environmental safeguards in projects. Such events were held for 9 CBOs from 4 clusters in Punjab, and for the 12-member Gadap cluster in Sindh. None such trainings were planned or conducted in NWFP and Balochistan.

Training for NEF Partners. In response to the individual and collective needs of partners of NEF, SPO provided livestock management training to 3 CBO project committees in NWFP.

Financial Management training. Since budgeting and book-keeping are important for CBOs, SPO regularly equips its partners with the basic skills, tools, and mechanisms for financial management. This year, financial training was provided to:

- 2 CBOs in Swat and Nowshera, NWFP;
- 2 clusters in Shikarpur and Ghotki, and 24 CBOs of the Nawabshah and Gadap clusters in Sindh;
- 11 CBOs in Punjab; and
- 32 CBOs in Balochistan belonging to the Khuzdar and Noshki clusters.

Participants from four clusters in Sindh were trained in project proposal development, and general technical assistance was provided to all partner CBOs soliciting external donor funding.

Micro-credit Management training. A 2-day training was held in Quetta for partner CBOs that have established micro-credit schemes with SPO funding. The training was designed to provide an understanding of credit management issues and their solutions, and to enable a critical sharing of good and bad experiences in this area.

In addition, 12 representatives of 6 such CBOs were taken on exposure visits to the Orangi Pilot Project and National Rural Support Programme to observe how experienced practitioners have managed their micro-credit programs.

Strengthening Local Governance

SPO's program is being increasingly directed at strengthening local government structures through capacity building of relevant stakeholders. This year, some preliminary activities were initiated in Bagh, a *tehsil* of district Kachhi. Specifically, local authorities and the Tehsil Nazim were informed about SPO's future programme for local government strengthening. In consultation with the Nazim, criteria for SPO support for Union Councils were finalized, and five Union Councils (Nowshera, Bhag I, Bhag II, Chhalgari and Jalal Khan) were visited to select two for the demonstration phase. To promote deeper involvement of partner organisations in strengthening the local government, joint meetings of CBOs, PDCs and local authorities were arranged to evolve a concrete strategy for SPO partners' involvement in the strengthening of Union Councils. The committee constituted by the Tehsil Nazim for the mobilisation of Village Councils includes the coordinator of PDC Bolan.

In a similar intervention, SPO was invited by a major provincial political party, the Balochistan National Movement (BNM), to facilitate a two-day training workshop for BNM's 50 executive members. The workshop was designed to strengthen analytical and political analysis skills in the context of common development issues, and to develop "strengths, weaknesses, opportunities, threats" (SWOT) analysis skills to enable participants to systematically analyse causes of problems and conduct planning based on a long-term agenda for social change.

Activities of DPM Partner CBOs

Monitoring of DPM graduate CBOs during the reporting period revealed that most of them are well on their way to undertaking independent development interventions in their communities that respect the needs of the marginalised, the women, and the environment.

Many have succeeded in attracting the interest of other donors and programme collaborators. In fact, more than 50 percent of technical funding and assistance from the Trust for Voluntary Organisations and the Aurat Foundation was directed at SPO capacitated partner organisations during the report period.

Stitching New Destinies in Nawan Shehar

Choti funding is small in scale, but its wise use has alleviated large problems in many a community. An example of this can be found in Nawan Shehar, a town close to Multan.

Here, “Young Itehad Taraqiati Tanzeem,” an enthusiastic local CBO, attended SPO’s DPM training and then developed a *choti* funding project that was to change the lives of many.

Realising that the absence of local health facilities and general poverty prevented many women from seeking medical help when the need arose, the CBO launched an income generation project for women. Members pooled Rs. 10 a day from their pockets, raised funds from the community, and collected Rs. 20 each from the organisation’s General Body members. Once sufficient funds had been collected, the members bought a sewing machine, engaged a lady to train women in stitching undergarments, and set up a training institute in their town.

As local women availed this facility, the institute soon became a thriving business centre, supplying well-priced products to markets in Bahawalpur and Multan. Each year, 15 women graduate from the institute, capable of earning and taking care of some of their basic needs.

Today, the centre is self-sustaining, has even invested in more capital - two new sewing machines, and is setting its sights on bigger markets.

2. Participatory Development Coalitions

After providing DPM training to CBOs, SPO supports them in maturing as organized groups or “Participatory Development Coalitions” (PDCs). Each PDC is a group of DPM capacitated clusters that lie within the same district. There may also be other CBOs, that have not benefited from DPM training, who participate as non-voting members. Through membership of PDCs, CBOs are facilitated further in carrying out development activities. The functions and benefits of PDCs include:

Local Awareness and Capacity Building - PDCs educate their communities by replicating DPM training and conducting other needs based training for other CBOs in the area; update their members on current development issues; organise forums to discuss and disseminate information about local development issues; and provide a platform for spreading political education. In this manner, SPO’s capacity building services are extended to organisations beyond the reach of its formal capacity building program.

Joint Action - PDCs provide a forum where like-minded CBOs can pool their intellectual and material resources to jointly frame local development strategies, and devise and undertake appropriate projects. Such interventions are generally geared to address environmental, gender equity and human rights issues of the marginalised poor. Through PDCs, CBOs are able to conduct projects that are more resource-intensive and of larger scale than initiatives they can manage singly.

Enhanced ‘Say’ - PDCs provide excellent networking points for CBOs from remote areas. Not only are local linkages strengthened, but PDCs also facilitate networking and participation at larger forums, where a group needs to have a broad representation to be heard. As PDC members, CBOs benefit from contact with major NGOs and support groups, and can participate confidently in provincial and national level dialogues with government line departments, donors and other decision-makers.

Pressure for Good Governance - As a natural result of their other functions, PDCs serve as local advocacy and pressure groups, promoting the interests of their areas’ development wherever they interact with the government and other stakeholders. Perhaps even more importantly, they serve to shake local communities out of traditional passivity and inertia, and to create a culture where there is an awareness of - and demand for - basic citizen rights. Such an environment is indispensable for creating a pressure for good governance in Pakistan.

PDC Facilitation During Reporting Period

This year, SPO formed 5 new PDCs and strengthened 6 existing coalitions.

Forming PDCs entails selecting DPM graduate CBOs by assessing them against pre-defined criteria, orienting them to their objectives, and then facilitating their group formation and networking so they organize and become an independent entity.

In the report period, 1 new PDC was formed in NWFP, and includes 8 CBOs of the Mardan cluster, which completed its DPM cycle this year. Another PDC was established in district

Noshki, Balochistan, with a membership of 13 DPM graduate organisations. The remaining 3 PDCs were set up in Punjab, in Lodhran, Bahawalpur and Khushab.

PDC strengthening consisted of a variety of events this year:

- Exchange visits were conducted with the Takht Bhai, Swabi and Charsadda clusters, to enable them to observe model development features in the areas of each; sector-specific project visits were arranged for interested organisations;
- An exchange visit within the Charsadda PDC was facilitated to a Canada Fund project which was being managed by one of the members;
- An exposure visit to the Orangi Pilot Project, Sindh Education Foundation, and Health, Education, Nutrition Development Society (HANDS) in Karachi was arranged for the Sargodha cluster;
- Financial training was conducted for 12 organisations in the Sargodha and Khushab clusters;
- Two new equipped offices were established for the PDCs in districts Sibi and Noshki;
- A Training of Trainers workshop was conducted for PDCs in Sindh, focussing on facilitation skills; and
- All Punjab based PDCs were linked with the Punjab NGO Coordination Council and the Southern Punjab NGO Federation.

During this year, a Programme Review Meeting was conducted in which PDCs and SPO's regional offices participated. Here, two important changes were decided in SPO's approach for PDCs. The first pertains to the role of PDCs. It has been agreed that, for the present, PDCs' role of providing DPM training to other organisations will be withdrawn, as this requires highly specialised skills, which all PDCs cannot acquire just yet. However, PDCs will continue to identify, select, and orient new clusters, and to educate their communities in health issues. In addition, they will have a challenging new role to play: rights-based advocacy and political education, with particular emphasis on women's rights. In this, they will be supported technically as well as financially by SPO.

During the report period, a 3-day workshop on advocacy was arranged for PDC members to enable them to fulfil their new roles as social activists. In addition, meetings were arranged for them with the Government Literacy Programme, the Social Welfare Department, district governments, social organisers (SOs), and other networks.

The second change has been decided regarding SPO's coordination of PDCs. We plan to make our strategy for PDC coordination more coherent and consistent across regions by appointing PDC coordinators in each region who will form a core group within SPO.

Other Network Building

Networking for Gender Issues - This year, the gender and development (GAD) sections of several partner organisations initiated national and provincial gender networking.

A GAD Network was formed in South Punjab with the broad aim of sustaining implementation of GAD training workshops, and promoting joint interventions by female and male partner organisations. The detailed terms of reference of this network are being formulated.

FDOs in district Mastung have also initiated a network to educate local women in gender issues.

A training workshop on GAD was conducted by SPO with GAD network members.

Facilitation of CBO Registration - Delays and complications in the registration of CBOs has been a longstanding issue in Balochistan. The vast majority of CBOs are registered under the Social Welfare Voluntary Act 1961, under which the Social Welfare Department has the authority to approve the legal existence of CBOs. Under the new devolution plan, district social welfare officers have become empowered to register and incorporate CBOs. However, their lack of knowledge regarding this new role prevents them from fulfilling it efficiently.

To address this concern, SPO, in collaboration with the Social Welfare Department, Government of Balochistan, organised a training workshop for 21 Assistant Directors of the District Registration Authority. In addition, an orientation workshop was organised on registration procedures delineated in the Social Welfare Voluntary Act 1961 for directors of the Social Welfare Department. The registration authorities were also briefed about SPO's role and its strong links with the voluntary sector of Pakistan.

This intervention is expected to remove many of the problems faced by Baloch CBOs in obtaining registration.

Three female development organisations (FDOs) were also supported in obtaining registration certificates from the Social Welfare Department.

Post-9/11 Peace Efforts - The events of 11 September 2001, and the USA's subsequent attack on Afghanistan, led to serious disturbance in parts of Quetta city in Balochistan. A series of political demonstrations were held that resulted in casualties and property losses. At this stage, SPO participated in several government and non-government measures to promote peace and tolerance in the city. These included rallies and discussion forums, some of which were presided by leading provincial authorities.

FDOs' Linkage Building - This year, 3 FDOs were linked with the Family Planning Association of Pakistan to help them provide basic health facilities in their villages.

FDOs of the Bolan cluster were facilitated in participating in two special events conducted by Aurat Foundation. In the first, 3 FDO members were trained in managing Information Networking Centers (INCs), and in the other, 35 FDO members were sensitised regarding the upcoming local bodies elections.

In addition, SPO's regional centres helped female organisations develop linkages with donors and support organisations, such as Trust for Voluntary Organisations, Aurat Foundation, and the Canada Fund.

DPM Alumni - Representatives of some 385 CBOs in Balochistan were awarded DPM completion certificates in a formal ceremony, where they mutually decided to form a new CBO network, the "Balochistan DPM Graduate Council". The network aims to facilitate information sharing and cooperation between the CBOs, initiate local and national level dialogues with NGOs and donors to influence their policies, and address capacity building priority needs of CBOs in the province.

Promotion of Religious Harmony - Another area of relationship building this year concerned religious harmony. In the last three years, the D G Khan district had become infamous for sectarian enmities between the local Deobandi and Shia sects, which flared up in frequent and fatal clashes in Moharram. This year, SPO, along with South Punjab

NGOs Forum and Al-Asar Development Organisation, hosted a seminar in which religious and community leaders appealed to the public for peace and tolerance. This event on 18 March 2002 may have been one of the factors behind the uncharacteristically peaceful Moharram in the district this year.

DPM partners in Punjab presented an interesting case of inter-faith harmony this year. After the devastating religious attack in 1997 on Shanti Nagar, a Christian village near Khanewal, SPO Multan had selected the village for DPM training. Participation in this program, enhanced the interaction of the Christian representatives with Muslim communities. The extent to which Shanti Nagar residents have been mainstreamed in local society was highlighted when they hosted an Iftar-o-Sehr party for the Muslim members of their DPM cluster, and later celebrated Christmas with them.

SPO also attended a meeting arranged by CBOs of district Pishin to discuss strategies to protect NGOs' reputation and avoid confrontation with religious fanatics.

Media Perception of NGOs - Last year, the NGO Resource Centre (NGORC) initiated a "Media Perception Study" to counter the frequently negative portrayal of NGOs in Pakistan's media by enhancing mutual understanding and linkages between print media and NGOs. Based on the study, SPO hosted a consultation with representatives of 20 leading NGOs in Balochistan.

Lectures and Other Outreach Events - In addition to the above, SPO was able to provide and participate in a host of outreach events through which relations with development stakeholders were strengthened:

- In D G Khan, lectures and discussions commemorating Human Rights Day were attended by 17 CBO representatives;
- Southern Punjab NGO Federation, which was established by SPO, arranged a discussion on "Extremism and Challenges to Civil Society" for its members and religious organisation representatives, at which participants were able to share views and discuss possible joint collaborations;
- Southern Punjab NGO Federation hosted a Farmers' Convention in Bahawalpur which was the ex-Secretary Agriculture and where farming problems and issues were discussed with farmers; and
- A meeting of the Network for Regional Development was hosted by SPO in Khanewal, and attended by members of the Jehanian and Khanewal clusters.

Activities of PDCs

Outlined very briefly below are the various activities that PDCs undertook in the report period:

Capacity Building - DPM and other trainings were delivered to local organisations by the Ghotki, Sibi, and Shikarpur PDCs in Sindh and the Pishin, Ziarat, and Bolan PDCs in Balochistan.

Strengthening Local Governance - During the local government elections, PDCs actively participated in motivating people to increase voter turnout and female participation. SPO has also involved them in UNDP's Supporting Democratic Electoral Processes in Pakistan (SDEPP) project, details of which appear in *Section 5*.

Since then, the Bolan PDC has greatly helped SPO conduct dialogue with elected councillors regarding their capacity building needs in Balochistan.

Water Issues - The longstanding drought in Balochistan has caused severe development problems in parts of the province, which were highlighted in a number of events arranged by the regional PDCs. The Pishin and Bolan PDCs arranged a “Consultation Workshop on Underground Water Depletion”, while the Bolan PDC hosted an awareness seminar on “Construction of Kachhi Canal”. Another workshop on the “Implications of Water Shortage Downstream of Indus River” was organised by the Thatta cluster.

Linkage Development - Several PDCs demonstrated their capability to expand their linkages independently. The PDCs in Kot Addu, Lodhran and Jehanian established links with the Social Welfare Department and district and *tehsil* governments. In addition, PDC Kot Addu partnered with SPO to develop a Model Union Council Project in Kot Addu. The PDC completed a survey of 41,000 households in Mehmood Kot for this purpose.

Commemoration of Special Days - Lectures, seminars, walks, and other outreach events were arranged by many PDCs to commemorate special days, including the International Education Day (Malir cluster), International Tobacco Day (Gadap male and female clusters, and the Hyderabad Development Coordinating Organisation), International Water Day (Nawabshah Social Development Coalition and Mastung female cluster), and Poverty Day (Bolan cluster).

Overthrowing Oppression in Mohledino Mir Baher

Mohledino Mir Baher, located some 20 kilometers from Hyderabad, was a quiet farming village until one of its residents, Abdul Latif, angered local *waderay* (feudal lords) by contesting against them in local elections. From the *wadera* perspective, the village had committed an outrage by trying the *status quo*, wherein it was at the mercy of *waderay* and corrupt public officials at every turn. Mohledino Mir Baher had to be taught a lesson.

On the day of the elections, the polling process was botched up when the electricity supply was mysteriously terminated in the village - Mohledino’s representative lost. Then, on the evening of 7 April 2002, local police practically attacked the villagers under the guise of searching for criminals that the village was accused of harbouring. During this horrifying incident, men, women, and even children were beaten, until the villagers started fighting back.

Some of the villagers had heard of Hyderabad Development Coordinating Organisation (HDCO), a PDC in nearby Hyderabad. They complained to HDCO, which immediately helped them stage a protest before the Hyderabad Press Club. To nip this agitation in the bud, the *waderay* sent another police raid on Mohledino. This time, every house was raided, doors were broken, and 11 men were arrested.

Mohledino and HDCO fought back. They arranged for media reporters to visit the village and witness the situation for themselves. They contacted 11 Nazims in the area, protested before the District Nazim’s residence, and contacted about 25 NGOs to involve them in the campaign. Thanks to these efforts, false charges against the village were withdrawn and disciplinary action was taken against the police officials responsible.

Once and for all, Mohledino, with the Hyderabad PDC’s help, had shown its *waderay* that their traditional master-slave relationship was over.

3. Women's Programme

The aim of SPO's Women's Programme is to enhance the participation of women in their communities' development. The services provided to women are essentially the same as those provided to male CBOs, i.e., training, including the DPM program as well as other specialized trainings; networking support for participation in PDCs as well as linkages with other groups; and project funding.

The major differences are that the Women's Programme is directed exclusively at women, and there is greater emphasis on mobilisation, which is carried out by SPO as a distinct preliminary phase. This is needed to counter the traditional mental and cultural blocks to female participation in community development. Initial mobilisation includes a series of exercises to motivate and orient local men, and the orientation and basic capacity building of women participants. The trained groups are known as "Female Organisations" (FOs). If the FOs are able and willing to continue, their capacity building enters the second phase, during which they undergo DPM training, and receive funding and networking support in much the same manner as male CBOs. Graduate organisations are called "Female Development Organisations" (FDOs), which can become members of PDCs, and participate in their communities' development like other local CBOs.

By offering a separate Women's Programme, SPO acknowledges and addresses the fact that women face greater obstacles in attaining self-reliance than men in the same communities. Being even more marginalised than their male counterparts, poor women require special attention to take control of their development.

Mobilisation and DPM Training of Female Organisations in 2001-02

This year, 20 female groups were mobilised, oriented to basic development concepts, and motivated to develop into formal female development organisations. These included 9 groups in Balochistan and 11 in Punjab.

In NWFP, 9 FOs were successfully transformed into FDOs in NWFP, including 8 in Takht Bhai and 1 in Nowshera.

Sadly, as a result of the backlash against "the West", following the USA's attack on Afghanistan after 9/11, the Women's Programme has suffered a serious setback in Balochistan. The 8 female groups mobilised in district Ziarat are facing grave resistance but have been able to continue their operation so far, particularly 3, which have showed great resilience.

DPM training under the Women's Programme was conducted for the:

- Takht Bhai, Nowshera, and Swabi clusters in NWFP;
- Gadap and Shikarpur clusters in Sindh;
- Mastung cluster in Balochistan; and
- Jehanian, Khushab, and D G Khan clusters in Punjab;

The first session of the DPM program, DPM 1A, was delivered at 32 FDOs to introduce them to concepts about development, gender, leadership, and organisational management. The second DPM session, DPM 1B, was delivered at 47 FDOs, where

participants learnt concepts and skills regarding situation analysis and training techniques. DPM 2, the third DPM session, was delivered at 52 FDOs to impart detailed concepts and skills regarding the planning of projects and programmes. The final DPM session, DPM 3, was delivered at 52 FDOs. Participants learnt advanced management concepts and acquired management skills.

As with male CBOs, during the DPM workshops and follow-ups, the women were trained to prioritise community needs, plan and implement projects, and undertake participatory monitoring and management. In the follow-up activities after each session, DPM learning was replicated with other members of the organisations, and a plan of action developed for each FDO.

In addition, *choti* funding was awarded to 47 FDOs, including 8 FDOs in Balochistan, 4 in NWFP, 8 in Sindh, and 27 in Punjab. It is anticipated that these organisations will acquire skills to develop larger projects, eligible for SPO's social sector funding facility, after the successful implementation of these projects.

New graduates of the DPM program included 10 FDOs from the Takht Bhai, Nowshera and Swabi clusters in NWFP; 24 FDOs from the Gadap and Shikarpur clusters in Sindh; 8 FDOs from the Mastung cluster in Balochistan; and 29 FDOs from the Jehanian, Khushab and D G Khan clusters in Punjab.

The Women's Programme, which has thus far been known as the "Women's Emancipation Programme," was revised so it is now conducted in two phases: in the first phase, female organisations are mobilised, and, in the next, their capacity is built so they mature into female development organisations. Unlike the previous approach, the current approach offers an option where a female organisation may not undergo the second phase. This approach appreciates the fact that, in some areas, women can be mobilised only to a limited extent owing to serious cultural hindrances.

Other Capacity Building

In addition to regular sessions of DPM, SPO delivered a range of supplementary trainings to partner FDOs to enable them to play their full roles effectively. These trainings included:

Financial Management training - The Gadap, Shikarpur and Ghotki female clusters in Sindh were provided training in financial management to help them maintain their books and manage their funds systematically.

In addition, the Shikarpur cluster was also trained regarding micro enterprise, to learn to avail small business opportunities, while the Shikarpur and Hyderabad clusters were trained in project proposal development.

Moreover, 3 FDOs were facilitated in opening bank accounts.

Gender and Development training - Sensitisation on women's issues in development was conducted for 4 female organisations in Punjab, and the Hyderabad cluster in Sindh.

In addition, an exposure visit of the Shikarpur and Hyderabad female clusters was coordinated for experience sharing.

Strengthening Local Governance

As mentioned in *Section 1*, SPO is poised to play an increasing role in strengthening local governance.

During the second phase of Local Bodies Elections held during the report period, SPO was active in 11 districts. Nearly 90 CBOs, including FDOs, were provided information and orientations to undertake their roles effectively. SPO's local resource persons acted as focal points to help partner organisations access information and submit nomination papers. Members of SPO-supported partner organisations won 146 seats, while SPO-supported councillors won 109.

SPO particularly encouraged and mobilised its FDOs to actively participate in the elections. Significantly, 43 women from SPO groups were elected Councillors. These women had no political backgrounds and won the elections on their own merit. They were facilitated in their efforts by the knowledge provided by SPO about the Devolution Plan.

In order to maintain the momentum of women's political empowerment, it will be necessary to educate them regarding the political system and their role in it.

Activities of FDOs

Outlined briefly below are some of the interventions that FDOs undertook during the report period.

FDOs of the Mastung cluster arranged a walk on International Water Day. The walk included some 150 FDO members and schoolchildren of Mastung city. The key message of the walk was a return to the traditional *karez* system for irrigation, or to some other sustainable method, in place of tube-wells, which have nearly exhausted the area's groundwater resources and pose a grave threat to its once thriving farms.

With SPO's support, FDOs of Punjab held a crafts promotion exhibition in Islamabad.

Three Quetta-based FDOs arranged awareness seminars on International Women's Day, advocating a better understanding of the rights of women with an aim to improve enforcement of laws, especially in the areas of female labour and family protection. SPO helped plan and finance these events.

An FDO of the Sargodha cluster commemorated International Day of Torture Against Women.

In addition, FDOs held special events to commemorate International Literacy Day and International Population Day.

Changing perceptions in Swabi

Until recently, the discussion of reproductive health matters was considered taboo in Karnal Sher Khan Kili, a village in district Swabi. An NGO launched a project to address female health problems here, but its efforts were resisted strongly by local religious leaders (*maulvis*) and by other men. In 1991, as the time approached to hand the project over to local workers, it seemed unlikely that the project would continue.

To continue the project, a few strong-minded women in the village decided to get organized. They were joined by some of the educated men, and formed the Swabi Women Welfare Society (SWWS) in 1992. The early experiences of SWWS were not encouraging: men forbade women from visiting the Society's Mother and Child Health Centre (MCH) in the village. The centre seemed doomed to failure until SWWS elicited the involvement of women from households of local *maulvis*. With this milestone, the scenario was transformed and from then on, SWWS has not looked back.

The organisation underwent DPM training in 1994. By 1999, it was managing six MCH centres in surrounding villages. When the need for funds arose, it was able to obtain support from SPO's social sector fund. Today, 20-30 lady health visitors (LHVs) of SWWS centres are being trained in reproductive health practices, who further train lady health workers (LHWs) at basic health units (BHUs) set up by the government in different villages, as well as the traditional birth attendants. Knowledge about hygienic practices in service delivery and sterilization, as well as modern techniques of family planning that are harmless to general health, has become more common in the area. The turnout of women at the MCH centres has increased, and the use of family planning techniques in the villages has increased from 6 percent in 1991 to 48 percent in 2002.

In recognition of SWWS's courageous efforts on a sensitive issue, the Government of NWFP honoured the Society with an award in 2002.

4. Project Funding

To encourage partner CBOs to apply what they have learnt from DPM training, and to facilitate them in effecting improvements in their communities, SPO operates a Social Sector Fund (SSF) that supports them in conducting projects in the following sectors:

- Health - Primary and reproductive, and public health areas such as water supply and sanitation;
- Education - Basic (formal and non-formal), adult education, child care and development, computer literacy and vocational training;
- Agriculture and Livestock - Irrigation, poultry farming and fisheries;
- Environment - Solid waste management, biodiversity conservation and natural resource management;
- Governance - Women's empowerment, human rights, political education and political capacity development of partners; and
- Income Generation Schemes - Village banks (micro-credit schemes) and other projects to enhance local livelihood opportunities.

To be eligible, however, the organisation must also be registered, demonstrate that its project will maximise the use of local resources and be gender and environment sensitive, and contribute 20 percent of the total project cost, either monetarily, or through in-kind or service contributions. SPO's contribution does not exceed Rs. 400,000.

Apart from the SSF and the *choti* funding program (introduced in *Section 1*), SPO's Quetta office also supports a separate microcredit programme for partner CBOs in the Quetta region. In addition, SPO assists its partners in developing proposals and obtaining funding from other donor agencies.

Regional approval committees scrutinise each case for funding. All SPO funded projects are carefully monitored (*Box 1*), and many benefit from the organisation's technical assistance.

Box 1: Monitoring and Evaluation

In all programme areas, regular and detailed monitoring and evaluation are integrated in SPO's work approach. Performance is measured not only in terms of direct outputs, such as skills learnt by CBOs undergoing DPM trainings, but also in terms of long-term outcome, such as the impact of an SPO-partner CBO on its community.

Careful monitoring helps SPO assess progress in each programme area, learn from past experience to adapt better in the future, track activities, and assess the impact of its interventions on partner CBOs and, through them, on their communities.

Depending on the purpose, monitoring may be conducted by SPO staff, representatives of donor agencies, the CBOs being monitored, and/or representatives of communities in which CBOs are functioning. In the interests of accuracy and transparency, SPO attempts to involve all stakeholders as far as possible.

Over time, SPO has developed sophisticated methods and tools to track and manipulate monitoring information. Among these are the computerised Learning Information System (LIS) and the Web-enabled Project Information Database (PID): while LIS manages information regarding the DPM training program, PID tracks information about projects undertaken by partner CBOs with SPO support.

Project Funding and Related Assistance During Reporting Period

The proposals submitted for SSF funding by SPO's partner organisations reflected that they had undertaken detailed problem identification, defined their objectives clearly, and devised appropriate methodologies and budgets, using the skills and knowledge imparted to them during DPM training. The proposed projects had also been screened for environmental soundness, and showed sensitivity to gender concerns.

In all 63 projects were approved for funding, including 11 that were proposed by female development organisations. Most of the new projects approved this year concern primary and reproductive health; primary education and vocational training; basic infrastructure development, especially sanitation; and livelihoods generation. Start-up formalities and disbursement schedules have been finalised for all of them.

Details of the approved projects are as follows:

Balochistan

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Saving and credit scheme	<i>Friends Development Society, Chhalgari, Bolan</i>	<i>250,000</i>
Saving and credit scheme	<i>Gidan Social & Educational Welfare Society, Lakhorian</i>	<i>250,000</i>
Saving and credit scheme	<i>Tanzeem Itehad Naujawan, Killi Khanai Baba, Pishin</i>	<i>250,000</i>
Saving and credit scheme	<i>Nasl-e-Nau Talimi Markaz, Marree Abad-Quetta</i>	<i>250,000</i>
Saving and credit scheme	<i>Rural Social Welfare Society, Balbal Totak-Khuzdar</i>	<i>250,000</i>
Saving and credit scheme	<i>Development Society Murgha Zakriazai, Pishin</i>	<i>250,000</i>
Brick pavement of a street	<i>Anjuman-e-Naujawan, Killi Ragha Balozai</i>	<i>257,400</i>
Construction of a shingle road	<i>Sarawan Development Society, Kanak-Noshki</i>	<i>263,256</i>
Irrigation project	<i>Anjuman Social Welfare, Sasol-Khuzdar</i>	<i>250,500</i>
Goat rearing project	<i>Bilsum Social Welfare Organisation, Moola-Khuzdar</i>	<i>233,760</i>

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Karez rehabilitation	<i>Anjuman Naujawanana, KardGap</i>	<i>236,775</i>
Pahore irrigation channel	<i>Memar Development Society, Pahore</i>	<i>314,600</i>
Agriculture centre	<i>Shashan Welfare Society, Khad Kucha</i>	<i>345,000</i>
Goat rearing project	<i>Sada Bahar Women Development Organisation, Took</i>	<i>150,000</i>
Goat rearing project	<i>Hani Development Society, Chhalgari</i>	<i>150,000</i>

NWFP

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Promotion of reproductive health	<i>Swabi Women's Welfare Society, Swabi</i>	<i>243,000</i>
Extension of reproductive health services	<i>Young Welfare Organisation, Khat Kalay, Nowshera</i>	<i>202,866</i>
Improvement in education at 10 primary girls' schools	<i>Tehsil Coordination Council, Takht Bhai</i>	<i>243,060</i>
Construction of 130 twin-pit pour-flush latrines	<i>Progressive Organisation for Women Development, Empowerment and Reconstruction of Society, Hathian, Takht Bhai</i>	<i>460,200</i>
Construction of 100 twin-pit pour-flush, low-cost latrines	<i>Dar-al-Falah, Takht Bhai</i>	<i>354,000</i>
Drinking water supply scheme	<i>Falahi Taraqiyati Tanzeem Sebuji, Swat</i>	<i>296,594</i>
Sanitation project	<i>Social Development Organisation, Khesgi Bala, Nowshera</i>	<i>185,788</i>
Prevention of sexually transmitted diseases in	<i>United Welfare Organisation,</i>	<i>284,000</i>

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Charsadda	<i>Ser Dheri, Charsadda</i>	
Provision of low-cost latrines at household level in Islampur	<i>Al-Falah Tanzeem, Islampur, Swat</i>	336,500
Safe motherhood programme at village Mardan Kalan	<i>Hamdam Development Organisation, D I Khan</i>	233,420
Mother and Child Health (MCH) centre at village Yar Hussain	<i>Tanzeem Nowjawannan Islahi Muashira</i>	344,975
Construction of 100 twin-pit pour-flush latrines	<i>Shah Sarwar Youth Organisation, Hisar Tang Nizampur</i>	337,000
MCH centre at village Yar Hussain	<i>Ladies Wing, Anjuman Samaji Behbood, Yar Hussain</i>	188,400
Extension of MCH centre	<i>Young Welfare Organisation, Sakardara</i>	181,800
Construction of 80 pour-flush latrines	<i>Job Creation Development Society</i>	477,900
Construction of 80 pour-flush latrines	<i>Shamma Social Village Development Organisation, Nissata</i>	252,000

Sindh

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Family planning and health centre	<i>Surth Samaji Tarraqiati Tanzeem, Village Morio Meerbahar</i>	352,300
Drainage scheme	<i>Village Development Organisation, Village Bachal Sangrasi, Sanghar</i>	336,780
Drainage scheme	<i>Sahib Nizamani Development Organisation, Village Sahib Khan Nizamani, Sanghar</i>	498,000
Water supply scheme	<i>Al-Hussain Wadhela Baloch Social Welfare Association</i>	450,700
Community health	<i>Sindh Social Welfare</i>	488,000

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
centre	<i>Association, Village AB Khoso, Shikarpur</i>	
Youth learning centre	<i>Village Development Welfare Association, Village Jindo Dero</i>	498,150
Ujala Training Institute for Tailoring	<i>Ujala Aurat Taraqiatii Tanzeem</i>	225,050
Income generation through small loans	<i>Dhoon Women Welfare Association, Nak Mohammad Goth</i>	238,000
MCH centre	<i>Bhittai Social Welfare Association, Village Jhali Kalwani, Shikarpur</i>	461,400
Activity based community school	<i>Village Development Association, Village Allaah Bux Ballai, Taluka Hala, Distt. Hyderabad</i>	480,768
Community health centre	<i>Mullah Esa Village Welfare Association, Mullah Esa Goth Deh Thana, Malir, Karachi</i>	398,934
Family health centre	<i>Shah Latif Welfare Association, Village Ghulam Hyder Bhutto</i>	497,800
Sustainable agriculture farming	<i>Ibrahim Dasti Welfare Association, Village Ibrahim Dasti, Nawabshah</i>	455,230
Community health unit	<i>Social Welfare Association, Village Qaim Babar, Hyderabad</i>	487,162
Community based computer centre	<i>Peace Social Welfare Association, Village Mulla Arzi Baloch, Gadap</i>	262,675
MCH centre	<i>Preh Taraqiatii Tanzeem, Allah Rakhio Solangi, Hyderabad</i>	207,895
Brick latrines and sanitation	<i>Village Welfare Association, Village Ramzan Rahu, Nawabshah</i>	437,537
Daffodils Education Academy and Resource Centre	<i>Nari Taraqiatii Tanzeem, Village Soomar Kandani Khashkheli, Karachi</i>	294,700

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Small business credit programme	<i>Goth Sudhar Sangat, Village Ahmed Khan, Thatta</i>	248,700

Punjab

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Credit scheme for un-employed women	<i>Jinnah Wefare Society, Qasba Gujrat</i>	199,600
Al-Asar women computer training centre	<i>Al-Asar Development Organisation, D G Khan</i>	211,500
Credit scheme for women, farmers & the unemployed	<i>Insan Dost Welfare Society, Basti Juglani, Kot Addu</i>	220,600
Credit scheme for women, farmers & the unemployed	<i>Anjuman Islah-e-Moashra (AIMS), Ali P Jatoi</i>	192,000
MadadGar Credit Scheme	<i>MadadGar Taraqiati Tanzeem, Kot Addu</i>	243,000
Young Computer Literacy Centre	<i>Young Welfare Society, Dhanote, Lodhran</i>	251,800
Khushali Scheme, Mouza Sahu	<i>Ashiana Taraqiati Tanzeem, Basti Sahu, Mailsi Jaha</i>	259,060
Credit scheme for farmers, women & the unemployed	<i>Muheb-e-Wattan Development Society, Rangpur</i>	135,200
Community health centre	<i>Social Welfare Society, Basti Goddu Wali</i>	265,000
Agricultural facilities for the poor & small farmers	<i>Rural Women Welfare Organisation, Bahawalpur</i>	345,300

It is very encouraging to note that SPO-capacitated organisations are systematically exploring options for alleviating development problems in their communities. Their efforts have attracted the interest of other donor programmes, such as the Trust for Voluntary Organisations (TVO) and Aurat Foundation, who are increasingly selecting them for technical assistance and funding. SPO continues to facilitate such external support by providing exposure and networking opportunities to its partners (see *Section 2*), and by occasionally assisting them in writing proposals.

Micro Credit Programme in Quetta

SPO operates a separate micro credit programme in Quetta, which is funded by the Royal Netherlands Embassy. The programme funds micro-credit schemes of CBOs that have completed DPM training.

During the reporting period, 6 new partner organisations availed this facility. CBOs operating micro credit schemes found 170 new customers; the total number of their borrowers has increased to 522.

Aside from proposal approval and fund management, various events were arranged to build the micro credit management capabilities of partner organisations. These included a refresher course to enhance general skills in micro credit scheme management; exposure visits by 12 participants from 6 partner organisations to the micro finance programmes of the Orangi Pilot Project and National Rural Support Programme; and a two-day training course aimed at building financial management skills and vision.

In addition, for internal streamlining, SPO engaged a local consultant to help refine procedures, roles, byelaws, and similar details concerning SPO's micro credit policy.

The loan status of the 20 CBOs that have benefited from the programme is as follows:

<i>Borrower</i>	<i>Loan Disbursed</i>		<i>Loan Recovered</i>			<i>Balance</i>	
	<i>No. of Loans</i>	<i>Principle Amount</i>	<i>No. of Loans</i>	<i>Amount</i>	<i>Service Charges</i>	<i>Amount</i>	<i>Service Charges</i>
Male	443	3,829,630	53	1,202,852	189,375	2,626,778	454,456
Female	79	457,070	27	160,618	25,274	296,452	47,704
Total	522	4,286,700	80	1,363,470	214,649	2,923,230	502,160

Thus far, PRs3,529,000 has been disbursed to partner CBOs for their schemes, while PRs4,286,700 has been lent by the CBOs to borrowers. The nature of projects for which funds are usually borrowed include agricultural (41%), livestock (26%), village shops (15%), embroidery (6%) and poultry farms (04%).

Drought Relief Project in Balochistan

The Balochistan area has been in the grip of a worsening drought for the last several years. In order to help alleviate the serious water shortage problems that are arising, SPO undertook a special project in 2000 to facilitate drinking water supply in 96 villages in district Kachhi, one of the hardest hit areas. The project entailed installation of 67 hand pumps and construction or repair of 47 water ponds. It was implemented in association with 10 local CBOs who are SPO's DPM partners. Funding, amounting to PRs4.5 million, was provided by CIDA.

During the reporting period, this project was completed. A total of 60 hand pumps and 45 water ponds have been constructed. The total number of direct and indirect beneficiaries is estimated at 45,000, including users, trained community members, CBO masons, and volunteers.

Channeling prosperity back to Kachhi

District Kachhi, situated 30 km from Quetta city in Balochistan, is a rural area, where the population of 358,670 relies mostly on agriculture and livestock rearing for its living. For irrigation, the area depends on rains, which are not frequent, and the Nari River. A sound irrigation system is indispensable.

Unfortunately, irrigation channels in Kachhi have deteriorated over time. Previously, they were maintained by wealthy landlords; however, since land reforms were implemented, the poor and middle class owners have been unable to conduct repairs. The remaining landlords have deliberately abstained from conducting the repairs they traditionally undertook, in the hopes of forcing the poor people to give up their land. Their hopes have been fulfilled to a great extent as floodwater is wasted, land productivity has been declining, and poor people are forced to sell their land and migrate.

In the village of Chhalgari, some community members decided to organise to change this situation. They formed a CBO and underwent DPM training, which prepared them to take charge. They then developed a project proposal for construction and repair of the irrigation channel leading from the river to their village, and submitted it to SPO for funding in 1999. With funding of PRs400,000 from SPO's Social Sector Fund, and an additional PRs139,500 collected from the community, a *kacha* (unlined) channel was constructed for this area the same year.

According to a survey conducted by the CBO, the output achieved from the construction of the channel has not only exceeded expectations, but has also added to the income of more than 1,000 families. Wastage of water has been avoided, resulting in a substantial increase in income for the villagers by bringing 40,000 acres of previously unused farmland under cultivation. The situation has attracted back many of the residents who had earlier fled to improve their deteriorating socioeconomic conditions.

5. Sectoral and Collaborative Projects

In addition to its core programmes, SPO undertakes various small-scale development projects in different parts of the country. These initiatives are funded by different donor agencies and aim to address a specific local need, such as education and literacy, child health, and awareness building for improved local governance.

Current projects of this nature include:

- Village Education Programme in Turbat, supported by Canadian International Development Agency (CIDA)
- The Development Area 5 Project, supported by Action Aid
- “Supporting Democratic Electoral Processes in Pakistan” in 11 districts of NWFP and Sindh, supported by the United Nations Development Programme (UNDP)
- Ammal Project in Dera Ismail Khan, NWFP, in partnership with the Department for International Development (DFID), UK and Government of NWFP
- Early Child Care and Development (ECCD) Project in NWFP, supported by UNICEF.

Brief descriptions of these projects, and the progress achieved during the previous year, are outlined below.

Village Education Program with CIDA

SPO’s Village Education Program (VEP) is aimed at improving the particularly acute and chronic problem of female illiteracy and low grassroots development activity in the Balochistan province.

VEP helps local communities form village groups called “*Anjumans Zanana Taleem*” (AZTs) - meaning female education organisations - which devise and implement programs for non-formal female education in their areas. SPO assists AZTs in assessing needs, opportunities and difficulties in providing non-formal female education; identifying appropriate approaches for local women’s education and development; identifying and obtaining the necessary financial and technical resources; and planning and managing successful education programs.

Support in literacy initiatives becomes an entry point to start longer-term partnership plans with male as well as female organisations, who are assisted in maturing into female development organisations or male CBOs that can benefit from SPO’s other facilities for FDOs.

Progress during 2001-02 was somewhat retarded by the anti-NGO sentiment that sprang up in the project area after September 11 events, as well as some funding difficulties. Several targets could not be met, but the following events took place:

- 11 Education Centers (ECs) were monitored to check enrolment, assess learners and guide teachers

- 118 students from 11 ECs appeared in fifth grade examinations; 108 passed the examinations
- 7 meetings were held with the Buleda, Pidark, Turbat and Sami clusters of AZTs to discuss any problems in VEP implementation
- 13 AZTs were assessed against SPO's capacity building indicators in preparation for their DPM training
- A DPM workshop was conducted for 5 male CBOs in the Pidark A cluster, building the proposal development skills of 15 participants. Unfortunately, no DPM training could be carried out for AZTs owing to funding bottlenecks
- 2 basic organisational training (BOT) workshops were conducted for 7 male and 4 female CBOs of the Pidark B cluster, enhancing the management skills of 19 male and 17 female participants
- 2 financial management training (FMT) workshops were conducted for 10 male CBOs of the Pidark A and B, and the AZT Sami and Tump clusters. These developed the record-keeping and financial record maintenance skills of 60 male and 14 female participants.

In addition, linkages of 5 AZTs were built with the Marie Stopes Society to facilitate them in providing reproductive health services and other medical facilities in their communities, and 2 AZTs were assisted in building linkages with and obtaining funding from the Trust for Voluntary Organisations.

Development Area 5 with Action Aid

In the Development Area 5 project, SPO is a partner of Action Aid Pakistan, which is supporting us in promoting community development and social, legal, political and economic rights in the Turbat region, through capacity building of CBOs, and helping them engage in policy and advocacy work. This year, the following activities were undertaken under the aegis of this project:

- An integrated pest management workshop was conducted for 40 farmers in Pidark
- 3 interactive theatre training workshops were conducted with 8 community and 2 SPO Turbat team members. The participants then performed interactive theatre shows, highlighting local social issues, in Turbat, Pidark, Sari Kalag, and Jamak
- 3 REFLECT workshops were conducted. Of these, 2 were conducted with 2 community members and 1 SPO Turbat team member, and a REFLECT circle was established and the mobilisation and motivation process initiated. The third was conducted with 2 community members and an SPO-VEP team member. 2 REFLECT circles have also been established in Pidark
- 3 primary health care orientation workshops were conducted for women of Sari Kalag, Basol Kahn, Gowarkop and Dan Sar, in collaboration with the Turbat
- A 4-day workshop was conducted by Action Aid Pakistan (AAPK) on Food Rights, which was attended by representatives of 13 DAs to discuss issues and experiences.

Ammal Project with DFID

The Ammal Project seeks to increase girls' access to and attendance at primary schools in NWFP. It is a joint venture of the Government of NWFP, the Department for International Development, UK and SPO. The first phase of this project is being implemented in the Dera Ismail Khan district by SPO.

Key activities of the project include:

- Increasing awareness in rural communities regarding non-formal education for girls;
- Forming, training and linking Village Education Committees (VECs);
- Supporting community-based primary schools;
- Developing a community-based system for monitoring schools; and
- Developing a community-supported education concept.

During the report period, much of Ammal project work consisted of monitoring. It was found that 38 schools are functional out of the 40 established. They are attended by 2,178 female and 193 male students. In all, 121 students have completed the course.

Classes are conducted by 62 SPO-trained teachers, most of whom have improved their educational qualifications during the project. Savings for school development funds have reached PRs170,128 for female VECs and Rs. 61,542 for male VECs.

Support to the teachers and VECs has taken the form of materials development and assistance to 22 female VECs and 8 male VECs in opening bank accounts. Some VECs were also assisted in proposal development; two succeeded in obtaining funds from TVO.

Government recognition has given the project a boost: the Government of NWFP recognises the primary education completion certificate provided by Ammal schools, and the Social Welfare Department has registered five VECs as CBOs.

Early Child Care and Development Project with UNICEF

The Early Child Care and Development (ECCD) Project aims to improve ECCD policy formulation and planning in NWFP, and demonstrate to stakeholders - including communities, government agencies, and relevant civil society organisations - in selected districts, an ECCD model for the holistic development of children less than 5 years old in rural areas and urban slums.

The broad activities of this project consist of facilitation of ECCD related policy promotion and planning; advocacy and social mobilisation regarding ECCD among target communities; and capacity building of staff at civil society organisations, as well as social volunteers, in ECCD concepts and their dissemination.

During the reporting period, the following activities took place:

- SPO's ECCD Project Coordinator, along with other Pakistani professionals, attended a meeting of South Asian ECCD experts in Maldives to explore ECCD models and challenges for the region. The meeting provided a valuable brainstorming forum for national ECCD policy formulation.

- Nationally developed information materials on ECCD, including posters, flip charts, and guide books, were disseminated to ‘ECCD promoters’ - CBOs, NGOs, community elders, councillors, etc. - in Kohat and Mardan.
- Through a network of 41 CBOs in Kohat and Mardan, 66 community gatherings were arranged in the two districts to disseminate ECCD messages. An estimated 2,700 people were reached directly and, through them, 18,900 people indirectly (assuming each participant affected 7 family members).
- 150 people, including staff of NGOs, CBOs, and government departments, and social volunteers, were trained in ECCD concepts and their dissemination through various workshops in Mardan and Kohat.
- 21 home visits and interactive community meetings were conducted by ECCD promoters in 10 villages of Kohat. In this manner, 670 families were counselled directly in best child rearing practices, and data was collected and compiled regarding the current state of their children.

In addition, the SPO-ECCD team participated in various provincial and national forums concerning child care and reproductive health.

Supporting Democratic Electoral Processes in Pakistan Project with UNDP

The Supporting Democratic Electoral Processes in Pakistan Project, or SDEPP, was initiated just before the close of the reporting period. This multi-donor project is being implemented by UNDP in 75 districts of Pakistan through 8 NGOs, one of which is SPO. SPO’s role will be to spread political awareness, especially regarding voting and the associated procedures and expectations, in 7 districts of Sindh and 4 of NWFP. Messages will be disseminated through workshops, public gatherings and published material to the general public, especially women, local activists, journalists and potential candidates.

Lighting up minds in Hassa Kachhi Pehn Khan

Sending girls to school has never been a priority in Hassa Kachhi Pehn Khan, a village in D I Khan. The distance from the closest government school; the cost of books, uniforms and tuition fees; and a custom of early marriages used to keep most of the female population away from formal education. Then Ishrat Parveen Jangjua came along, set up Aqs-e-Noor, and made female education too accessible to avoid!

Ishrat’s case is best expressed through a story of her own life. An only daughter, she had just reached class eight when she was wedded to her cousin and started bearing children. The spark for learning was forgotten for a time, but not extinguished, and after seeing to her children’s education, she set about teaching others. She began with teaching neighbourhood children at home and then accepted a teaching position at a school in a nearby village.

Here, in 1998, she learnt about the Ammal Project, under which SPO, in collaboration with the British Government’s Department for International Development (DFID), was establishing primary schools for girls, with free education. These schools did not demand any uniform and were to provide children with school books, free of charge. Deeply interested, Ishrat took details about the project, contacted the Ammal team, and offered a part of her own house for setting up the school.

Her request was accepted, and Ishrat received teachers training in Lahore. In 1999, she started running the school, which was named “Aqs-e-noor” - reflection of light. The number of students, including boys and girls, increased to 70 in six months, and when it reached 100, one of her cousins donated his house in the village to expand the school premises. Now, in 2002, the number of students has increased to 150.

Much of the school’s success is due to Ishrat’s practical problem-solving approach. For instance, when her class five girls passed and confronted the problem of uniforms for class six, Ishrat taught them to raise the money themselves by making and selling paper flowers. As always, she had deftly dodged an excuse to give up. Aside from the curriculum contents, her school instils the same message of self-reliance in each of her students.

6. Institution Building

Since SPO's inception, the organisation's long-term sustainability - financial as well as role-related - have been an important and distinct area of interest. Staff trainings, management planning discussions, and visioning exercises are conducted regularly to maintain progress towards building SPO into a financially viable organisation with its own niche in the development sector.

The key institution building events, decisions and measures undertaken during the reporting period are outlined briefly below.

Governance

In the reported year, as in previous years, SPO continued to benefit from the experience and commitment of its Board of Directors. The Board met four times this year to discuss matters pertaining to the future strategy and overall management of the organisation.

During the report period, SPO's previous chief executive, Mr. Ali Akbar, resigned for personal reasons. His departure and the recruitment of his successor, Mr. Harris Khalique, were significant events at the organisation, during which the counsel and stewardship of the Board, as well as the leadership provided by the Acting Chief Executive, Mr. Gul Mastoi, were particularly invaluable.

Programme Reviews and Responses

During the year, two programme review meetings, two senior management committee meetings, two Board of Directors meetings, and one Annual General Meeting (AGM) were conducted. Through the deliberations at these forums, SPO reviewed its programme and organisational activities and took improvement measures.

Two important changes occurred in the programme for Participatory Development Coalitions and the Women's Programme. In the case of PDCs, as outlined in *Section 2*, it was decided that since PDCs cannot deliver DPM training as effectively as SPO, their responsibility of replicating DPM training in their communities will be withdrawn for the present. Instead, they have been assigned the new and much-needed role of rights-based advocacy in their areas.

As mentioned in *Section 3*, the Women's Programme, which has thus far been known as the "Women's Emancipation Programme," was revised so it is now conducted in two phases: mobilisation and transformation. This approach appreciates the fact that, in some areas, women can be mobilised only to a limited extent owing to serious cultural hindrances.

At a participatory review meeting on 18-19 June 2002, four committees of SPO staff were formed to produce a review of DPM module contents; a communications strategy; a fundraising strategy; and a plan for quality improvement and programme consolidation. The results of their deliberations will be incorporated in programme approaches in the coming year.

In the course of the new CE's orientation and review in June 2001, several formal meetings were arranged within and outside SPO to discuss the existing situation and future direction of SPO programmes.

Capacity Building of SPO Team

In 2001-02, a thorough assessment was conducted internally to determine staff training needs. After a prioritization exercise, it was decided that staff would be trained especially in the concepts of good governance, political education, results based management, documentation, action research and project cycle management.

SPO staff availed the following capacity building opportunities this year:

- The Senior Management Committee received training in results based management from Universalia, the monitoring partners of CIDA
- The Programme Coordinator (PC) Women's Programme attended a five-day training on "Monitoring Steering Processes, Observing Effects" at the Asian Institute of Management (AIM), Thailand
- The Finance Assistant at the National Center, attended training in Financial Analysis at Pakistan Institute of Management (PIM), Karachi, with support from the Rural Social Development Programme (RSDP), which is a partner of one of SPO's major donors, the European Union
- All PCs received a 10-day training on conducting participatory rural appraisal (PRA) from the organisation, Cavish, in Quetta. The PCs also underwent four days' training on project proposal writing at the NGO Resource Centre (NGORC)
- The Regional Director (RD) Balochistan attended an "Advanced Management and Leadership Course" in the Netherlands
- SPO Balochistan's programme staff visited the Orangi Pilot Project and Thardeep Programme in Sindh to enhance their understanding of micro-finance programmes, and training philosophies and methods
- Balochistan staff members attended an in-house one-day training on report writing; four were further trained in advanced computer usage
- The Female Programme Coordinator, SPO Balochistan attended a week-long training on project management organised by Church World Service
- The Section Head Finance and Administration (SHF&A), SPO Balochistan attended a week-long development management course from the Institute of Management Services.

Technical plans to meet future staff and institutional development needs were made in meetings with Universalia and RSDP. The Plan with RSDP targets report writing and documentation, general communication, gender and development concepts, action research, management information systems (MIS) and training material production. The Plan with CIDA, on the other hand, covers rights-based approaches and political education, proposal development and writing, revision of the current DPM module to meet the particular needs of the Women's Programme and support in re-organizing SPO's Development Resource Centre (DRC), which houses a variety of publications on development issues.

Administrative Changes

A major move towards decentralisation of responsibilities from Islamabad to regional centres was the shifting of programme management for the Northern Punjab region from

the National Centre to the Multan office. This measure is expected to result in a better distribution of responsibilities, enabling both offices to focus more on their future roles.

Progress was also made in decentralising SPO's Learning Information System (LIS), which will enable regional offices to undertake some information management tasks independently that they previously conducted through the National Centre.

Currently, the Projects Information Database (PID) component of LIS has been decentralised through Web-enabling. It is now possible for regional offices to update, edit and view project information about their regions on their own, rather than obtaining data from and feeding it through the National Centre. Staff have also been trained to use the modified systems.

Work is under way on making the rest of LIS online. Once completed, this project will not only streamline SPO's internal data management, but will also help partners and donors to view the latest details about our activities and achievements.

Networks and Linkages

SPO offices continued to enjoy linkages with various other national and international organisations and forums, including Balochistan NGO Federation, CIVICUS World Assembly, Human Rights Development Network, International Capacity Building Forum, International Union for the Conservation of Nature and Natural Resources, Joint Action Committee (NWFP), Micro Credit Summit, Pakistan NGO Federation, Pakistan NGO Coordination Council, Punjab NGO Coordination Council, Sarhad NGO Ittehad, Sindh Net, Sindh NGO Federation and Southern Punjab NGO Forum.

Some interactions that took place during the report period are outlined below:

- SPO invited representatives of the above mentioned networks and organisations and many other partners to a thought-provoking lecture by Mr. Tasneem Siddiqui, Director *Katchi Abadis* (squatter settlements) in the Government of Sindh. The lecture was entitled "Our Continued Development and the Role of Civil Society."
- SPO participated in a consultation meeting organised by Pakistan Center for Philanthropy (PCP) to discuss an improved regulatory system that could help create an enabling environment for civil society organisations (CSOs). The Government of Pakistan has frequently expressed its support for CSOs, but has been unable to follow up its efforts with clear and supportive regulations.
- The Deputy Chief Executive, RD Sindh, and RD NWFP attended the RSDP Annual Forum at the Trust for Voluntary Organisations' Islamabad office
- RD Sindh regularly attended SIDNET meetings
- RD Sindh attended a one-day orientation workshop on "Bonded Labour" organised by the International Labour Organisation (ILO)
- RD Sindh attended a Development Dialogue meeting organized by the Government of Sindh
- RD Sindh visited the offices of IUCN-The World Conservation Union (IUCN), Social Welfare Department, Sindh Education Foundation, Health and Nutrition Development Society, UNICEF, EDO, HDF, OXFAM, SCF, IED, the district nazims of Hyderabad and Karachi, and local line departments to foster linkages.

- RD NWFP attended a meeting of “Gender Voices,” a provincial network on gender issues
- SPO NWFP staff attended network meetings of Joint Action Committee (JAC), Pakistan Reproductive Health Network (PRHN), and Sindh NGO Ittehad (SNI)
- SPO NWFP developed linkages with AHITI to arrange trainings for CBOs in dairy farming
- SPO NWFP continued to interact with the Provincial Education & Development Department (PE&DD), Frontier Education Foundation (FEF), and the Agriculture, Forest and Health departments
- SPO NWFP facilitated visits of various missions, representing the EU, DFID, UNICEF, and RSDP, as well as a two-day visit by a CIDA intern. A CIDA monitoring visit was facilitated to one CBO of the Takht Bhai cluster.

7. Financial Report

The SPO Team in 2001-02

Directors

1. Dr. Prof. Karamat Ali (Chairman)
2. Syed Abid Rizvi (Vice Chairman)
3. Ms. Tahira Abdullah
4. Ms. Zeenat Yaquob Yousafzai
5. Mr. Waris Khan
6. Ms. Rukhshanda Naz
7. Dr. Tufail Mohammad
8. Ms. Ferida Sher
9. Mr. Mohammad Riaz Gondal
10. Mr. Javed Jabbar
11. Ms. Sadiqa Salahuddin
12. Mr. Noor Ahmed Nizamani
13. Mr. Mohammad Amin
14. Mr. Harris Khalique (Chief Executive)

Governing Body

- i) Ms. Shahla Zia
- ii) Ms. Tahira Abdullah
- iii) Vacant
- iv) Ms. Farhat Khan
- v) Dr. Qurat-ul-Ain Bakhtiari
- vi) *Vacant*
- vii) Ms. Aliya Rab
- viii) Mr. Syed Abid Rizvi
- ix) Mr. Mohammad Amin
- x) Ms. Zeenat Yaquob Yousafzai
- xi) Mr. Izat Aziz Kurd
- xii) Mr. Waris Khan
- xiii) Dr. Tufail Mohammad
- xiv) Dr. Tasleem Akhtar
- xv) Ms. Shaheen Sardar Ali
- xvi) Mr. Mohammad Rafiq
- xvii) Mr. Reginald Dennis Williams
- xviii) Ms. Rukhshanda Naz
- xix) Sister Naseem George
- xx) Mr. Vincent A. David
- xxi) Ms. Ferida Sher
- xxii) Ms. Neelam Hussain
- xxiii) Ms. Beala Jamil
- xxiv) Dr. Prof. Karamat Ali
- xxv) Mr. Mohammad Riaz Gondal
- xxvi) Mian Ijaz-ul-Hassan
- xxvii) Mr. Javed Jabbar
- xxviii) Ms. Rasheeda A. Husain

- xxix) Mr. Iqbal Jafar
- xxx) Mr. Noor Ahmed Nizamani
- xxxii) Ms. Sadiqa Salahuddin
- xxxiii) Dr. Hafiz Pasha
- xxxiv) Prof. Ms. Tanveer Junejo
- xxxv) Dr. Husna J. Memon
- xxxvi) Mr. Naseer Ahmed Memon
- xxxvii) Ms. Parveen Ghauri
- xxxviii) Ms. Farida Tahir Nowsherwani

Staff

National Centre

1. Ali Akbar, Chief Executive
2. Gul Mohammad Mastoi, Deputy Chief Executive
3. Rehana Khilji, Programme Manager-GAD
4. Muhammad Zubair Kiyani, Manager Finance & Administration
5. Mian Bilal Naqeeb, Programme Specialist, Learning Information System
6. Aaref Farooqui, Programme Coordinator, Human Resource
7. Fatima Sardar, Programme Coordinator, Project Monitoring
8. Atif Sandhu, Programme Coordinator, Field
9. Hina Ambreen, Programme Coordinator, WEP (Desig.)
10. Farooq A. Malik, Programme Coordinator, GS & DRC
11. Fakhar-ud-din Razi, SPONET Administrator
12. Roland Williams, Communications Assistant
13. Rizwan Mehmood, Section Head, Research & Publications
14. Tahir Rizwan, Finance Assistant
15. Shahid Mehmood, Maintenance Person
16. Muhammad Khalid, Senior Staff Driver
17. Muhammd Arif, Senior Staff Driver
18. Haji Muhammad Mushtaq, Staff Driver
19. Muhammd Riaz, House Keeper
20. Usman Ghani, Chowkidar/Gardener
21. Muhammad Sher Khan, Chowkidar

Balochistan Centre

22. Zafar Zeeshan. Regional Director
23. Mukhtiar Ahmed Chhargari. Programme Coordinator-Field
24. Fatima Hussain. Programme Coordinator-Field
25. Yasmeen Noor. Programme Coordinator-WEP
26. Muhammad Younas. Programme Coordinator-Credit
27. Khawaja Sameeullah. Associate Section Head, Finance & Admin.
28. Kathy Javed Gill. Regional Office Assistant
29. Ihtesham-ul-Haq. Staff Driver
30. Fazal-ur-Rehman. Staff Driver
31. Najm-ud-Din. Chowkidar

NWFP Centre

32. Arshad Haroon . Regional Director
33. Zarqa Iqbal. Programme Coordinator-Field
34. Shahid Mehmood. Programme Coordinator-Field (Desig.)
35. Sarwat Jehan. Programme Coordinator-WEP (Desig.)
36. Mateen Khan. Section Head, Finance & Administration
37. Aliya Jabeen. Regional Office Assistant
38. Muhammad Sohail Khan. Finance Assistant
39. Ibad-ur-Rehman. Staff Driver
40. Farmanullah Jan. Staff Driver
41. Muhamamd Ihsan. Staff Driver
42. Gul Abbas Shah. Chowkidar
43. Irshad Ali. Chowkidar

Punjab Centre

44. Ghulam Mustafa Baloch. Regional Director
45. Shahnawaz Khan. Programme Coordinator-Field (Desig.)
46. Feroza Zahra. Programme Coordinator-WEP
47. Uzera Nishat. Section Head, Finance & Administration
48. Abdul Rasheed Abbassi. Regional Office Assistant
49. Shabir Ahmed. Staff Driver
50. Raja Mohammad Basheer. Staff Driver
51. Hassan Buksh Bhatti. Chowkidar

Sindh Centre

52. Noor Mohammad. Regional Director
53. Muhammad Shakil Munawar Abro. Programme Coordinator-Field
54. Shama Sheikh. Programme Coordinator-Field
55. Amerta Maitlo. Programme Coordinator-WEP
56. Kulsum Shams. Section Head, Finance & Administration
57. Ali A. Daudpota. Regional Office Assistant
58. Meer Mohammad. Programme Assistant
59. Shagufta Daudpota. Finance Assistant
60. Shahzado Jakhrani. Staff Driver
61. Muhammad Mithan. Staff Driver
62. Sher Muhammad. Chowkidar

VEP Centre, Turbat

63. Munir Ahmed Gichki. Programme Manager, VEP
64. Nasreen Ghulam Nabi. Programme Coordinator-WEP
65. Abdul Qadir Roonjah. Programme Coordinator-DA5
66. Mehrab Ali. Social Organizer-DA5
67. Javed Iqbal. Regional Office Administrator
68. Abdul Wahab. Regional Office Assistant
69. Bashir Ahmed. Staff Driver
70. Mohammad Moosa. Staff Driver
71. Mohammad Murad. Chowkidar
72. Ali Ahmed. Chowkidar

CBSP Centre

- 73. Inamullah Khan. Project Coordinator
- 74. Mehwish Bibi. Field Officer
- 75. Syed Mumtaz Sherazi. Field Officer (Lakki) - SDEPP
- 76. Kohla Gul. Field Officer (Lakki) - SDEPP
- 77. Asiya Faqir. Field Officer (Bannu) - SDEPP
- 78. Wajid Ali. Field Officer (Bannu) - SDEPP
- 79. Wissal Bibi. Regional Office Administrator
- 80. Muhammad Jehangir. Driver cum Chowkidar
- 81. Mohammad Ali. Chowkidar

ECCD Project

- 82. Michelle Nadeem, Project Coordinator