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Income Generation	31
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Irrigation.....	31
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Abbreviations and Acronyms

AZT	Anjuman Zanana Taleem
BoD	Board of Directors
CBDO	Community-based development organization
CBO	Community-based organization
CCB	Community Citizen Board
CIDA	Canadian International Development Agency
CSN	Civil Society Network
DFID	Department For International Development, UK
DPM	Development Planning and Management
DRC	Development Resource Center
ECCD	Early Child Care and Development
EU	European Union
FDO	Female development organization
FO	Female Organization
IT	Information technology
LBI	Local body institution
LIS	Learning Information System
MER	Monitoring, evaluation, and reporting
MIS	Management Information System
PDC	Participatory Development Coalition
PID	Projects Information Database
PO	Partner Organization
RBA	Rights-based approach
RNE	Royal Netherlands Embassy
RSDP	Rural Social Development Programme
SDEPP	Supporting Democratic Electoral Processes in Pakistan
SPO	Strengthening Participatory Organization
SSF	Social Sector Fund
TVO	Trust for Voluntary Organizations
UC	Union Council
UNICEF	United Nations Children's Fund
VEP	Village Education Programme
WDO	Women development organization

WO Women organization

Executive Summary

In 2002–03, SPO’s Development Planning and Management programme continued in full force. Through this core capacity building programme, SPO mobilized and trained mostly rural community based organizations (CBOs) and women organizations (WOs) regarding development concepts, organizational management, situation analysis, and programme planning and implementation. These partner organizations hailed from all four provinces of Pakistan. In addition, 11 new clusters of CBOs and WOs entered SPO’s DPM partnership programme. As a part of their DPM training, 54 partner organizations undertook small-scale development projects with SPO’s *choti* funding. The projects concerned livestock, basic health, income generation, education, micro credit and vocational training.

The DPM training modules were revised to include sensitisation regarding political education, the rights-based approach, advocacy, financial management, gender and development, and the environment. Graphics were added for convenience in training non-literate participants.

To improve the DPM programme’s effectiveness for women, SPO modified its Women’s Programme so that there is now more emphasis on initiating and sustaining female groups. The trained women development organizations demonstrated improving project management skills in their use of SPO funding, although they were not able to implement projects entirely without the assistance of CBOs. Some of them have reached a maturity level where they can access external resources to fund their projects, for instance through linkages with the Trust for Voluntary Organizations (TVO) and Canada Fund.

SPO also initiated a number of other capacity building programmes in collaboration with other national and international organizations. SPO and TVO agreed to collaborate in assisting one another’s partner organizations. During the reporting period, SPO and TVO initiated a project to train some 740 representatives of 370 *tehsil*-level partner organizations of TVO in organizational management.

In May 2003, SPO entered a partnership with Save the Children USA to support the latter’s Saving Newborn Lives (SNL) project. As part of this initiative, a Behaviour Change Communication Project will be implemented by selected NGOs in Sindh and NWFP to change negative practices and attitudes regarding reproductive health. SPO’s role is to build the capacity of these implementing NGOs. SPO conducted an orientation workshop in Sindh in June 2003.

SPO and its partner organizations remained very active in local governance related activities. Participatory development coalitions (PDCs)—networks of SPO partner organizations—participated vigorously in provincial as well as national forums arranged to finalize the design of the new local governance system. During the Local Bodies Elections in December 2002, members of SPO partner organizations not only supported the electoral process but also ensured active female participation. A wide-ranging consultation process was initiated by SPO across Pakistan, including a series of workshops attended by representatives of the government, NGOs, CBOs, and the communities. In all, 781 members of SPO partner organizations contested the elections and 536 got elected.

SPO also partnered with other organizations to strengthen local governance in Pakistan. The “Supporting Democratic Electoral Processes in Pakistan” Project was initiated by SPO in partnership with the United Nations Development Programme (UNDP) and the Election Commission of Pakistan. The project’s objective was to increase voter turnout, especially women’s participation, in the Local Bodies Elections in 11 districts of Sindh and NWFP.

SPO also joined an international consortium led by Cowater International Inc. to implement the Devolution Support Project (DSP), funded by the Canadian International Development Agency (CIDA), to support the government in promoting democratic local governance by introducing pragmatic and innovative ideas and tools to facilitate the change process and transition to a more

accountable, transparent and democratic system of government.

In addition, SPO was selected to implement the ‘Getting the Balance Right’ project, funded by Department for International Development (DFID), UK, and aimed at linking women councillors with various financial and non-financial resources available at district level so that they can fully utilize their 33-percent representation to promote women’s development in the country.

SPO’s Kech programme took initiatives to support the local governance. SPO’s programme shift towards capacity building and governance in Kech was driven by the realization that compared with non-formal education, political awareness for democratic change can be a more effective tool for development in Mekran. A Kech governance and Development network was set up in 2002 to mobilize local communities. The network facilitated the establishment of numerous Community Citizen Boards (CCBs), 59 of which have been registered and provided technical assistance. Along with that members elected in Union Councils of Balicha and Malikabad were capacitated through specially developed training modules.

As mentioned above, most SPO initiatives during the reporting period included a focus on increasing women’s participation in development and governance. In addition, SPO established a Gender Resource Centre in Turbat to provide books as well as audio-visual material on gender and development, governance, local bodies, women issues and environment, to the local staff and stakeholders.

In 2002–03, the policies, procedures and application materials for utilizing SPO’s Social Sector Fund were updated and simplified for use by SPO partner organizations. In all, 58 CBOs and 25 WDOs availed the fund to implement projects pertaining to agriculture and livestock, basic health, income generation, education, infrastructure development, irrigation, micro credit, and sanitation.

During the reporting period, SPO launched its civil society networks programme under which existing PDCs are being transformed and new networks are being established to play more focused and effective roles. These networks will primarily be engaged in advocacy concerning selected development themes. Each PDC was guided through a vision exercise to identify core issues in its district and select the area in which the PDC will conduct research studies, advocacy, and information dissemination. Strategic planning workshops and capacity building programmes were conducted concerning advocacy, rights-based approaches, and political participation for good governance. SPO is also providing Rs.3,000 per month to each PDC as administrative support.

Strengthening PDCs has had many positive results. During the reporting period, PDCs worked actively to get their member organizations registered. They updated member organizations on current development issues; disseminated information and organized dialogues on gender equity, human rights and legal rights; and initiated rights-based advocacy. Their most prominent impact was felt in the events surrounding local elections in the country: PDCs participated vigorously in provincial and national dialogues to assist the government in finalizing the Devolution of Power Plan, and mobilized communities to increase women’s participation in elections.

During the reporting period, SPO worked on four programmes related to child welfare and female education. These include:

- The Early Childhood Care and Development (ECCD) project being implemented in NWFP, in collaboration with UNICEF, to enhance ECCD policy formulation and associated planning in the province;
- The Ammal Project, a joint venture of the Government of NWFP, DFID and SPO, aimed at increasing girls’ access to and attendance at primary schools in NWFP;
- Tawana Pakistan, a school nutrition project for 5- to 12-year-old girls being implemented by SPO in three districts of NWFP to improve the nutrition status, enrolment and attendance of the girls in primary schools with sustainable community participation; and

- The Village Education Programme, initiated in 1993 to motivate, mobilize and offer non-formal education to women in the Mekran Division of Balochistan. Through this programme, SPO has increased women's access to education and employment, enhanced their functional skills, increased awareness on women's issues, mobilized women for joint action, and helped change attitudes towards women in Turbat. During the reporting period, the women groups formed during VEP were further strengthened with DPM training.

SPO's new communications strategy began unfolding during the reporting period. Key publications that were prepared and disseminated included 'To Make a Stone a Flower', a collection of case studies depicting the impact of SPO's various interventions; four discussion papers authored by eminent thinkers and SPO staff under SPO's new 'Understanding Pakistan' series; and three issues of 'Shirkati Taraqi', SPO's insightful quarterly newsletter. Another key output was a documentary film, 'Earth Stories', concerning the efforts of SPO's partner organizations.

Important events arranged by SPO to stimulate dialogue on development issues included an Omar Asghar Khan Memorial Lecture, where Dr. Tariq Rehman, a noted linguist and scholar, spoke about 'Education, Violence and Development'; a seminar entitled 'Give Peace a Chance', which helped in increasing knowledge and creating awareness regarding international responses to the ongoing USA-led war in Iraq; a forum to pay tribute to Mohtarma Fatima Jinnah as a role model for Pakistani women; and a Community Institutions Convention, attended by more than 500 participants, to enable social welfare organizations and other development stakeholders to share their experiences.

Continuing the process initiated in the previous reporting year, extensive modifications were made in SPO's programmes and structure. The organization's Board of Directors, General Body, Advisory Council, Senior Management Committee and staff held several meetings to steer this process. SPO's donors and their monitors also participated.

During the reporting year, SPO operationalised its reporting, planning and monitoring systems. In August 2002, a separate Monitoring, Evaluation and Research (MER) unit was set up to intensify and streamline MER activities within the organization. The Learning Information System (LIS), SPO's key database for monitoring information, was upgraded and web-enabled. SPO also trained its regional staff in monitoring and evaluation to strengthen decentralization of operations. Decentralization of SPO's regional centres has now been fully realized.

Based on the new design for SPO's future programme, a consolidated proposal was produced and disseminated to current and potential donors. At the same time, SPO collaborated with different development stakeholders on a number of short-term programmes and projects, both to bring about the envisaged shift in its current programmes, and to mobilize resources for the organization.

SPO also applied to CIDA and the European Union for a no-cost extension of its programme until 2004. In two other initiatives to increase programme resources, SPO applied for tax exemption to the Pakistan Commission of Income Tax and established Training Sections at four of its regional offices so that trainings could be conducted in-house. To ensure internal accountability and make management and financial procedures more efficient and transparent, an internal auditor was recruited.

During the review period, specific development needs of the staff were identified and prioritised through a formal assessment. Trainers were trained to deliver the revised DPM module. Exposure visits were undertaken by six staff members to Sarvodaya, Sri Lanka and four staff members to Bangladesh Rural Advancement Committee (BRAC), Bangladesh. A one-day orientation workshop on Result-Based Management (RBM) was conducted at each regional office to enable thorough monitoring. In addition, new staff underwent different trainings and exchange visits within and outside SPO to gain skills relevant to their positions.

SPO's Board of Directors underwent a critical self-assessment exercise in February 2003, a unique

initiative for a non-profit Board in Pakistan. The one-day workshop was conducted by Mr. Mohammed Rafiq, a General Body Member of SPO and Country Representative of IUCN Pakistan.

Message from the Chairperson

Chief Executive's Comment About SPO

The task of poverty alleviation in Pakistan cannot be accomplished through any single window; it is a mammoth, collective challenge in which the government, the corporate sector and civil society have equal roles to play. In 1987, collaboration between the Government of Pakistan and the Canadian International Development Agency (CIDA) resulted in the formation of a Pak-Canada Small Projects Office. In its pursuit to relieve the pressure that poverty imposes on the marginalized sections of society, it started extending small-scale funding for community projects. However, it soon realized that lack of skills and capacity to manage could make the projects unsuccessful.

By that time, having worked with small community based organizations for more than four years, CIDA wanted its commitment to enhance self-reliance in Pakistan to continue. For this purpose, it decided to convert the Small Projects Office into a wholly indigenous and completely Pakistani organization. To undertake this task, Ralph McKim who had most ably lead and managed the Small Projects Office, helped CIDA and GOP identify Javed Jabbar, Ferida Sher and Triq Banuri, who possessed deep insight into the development process of Pakistan and an ability to provide a visionary leadership during transition. They became the co-founding members of the new entity, which came to be known as Strengthening Participatory Organization (SPO) in 1994. With this transformation, SPO shifted its approach towards capacity building to prepare the poor to receive funds and utilize them properly.

1. Capacity Building for Development and Good Governance

The crisis of development in Pakistan is in reality the crisis of governance. Good Governance is essentially about socio-economic systems that ensure equitable distribution of growth benefits and legal and political systems that ensure individual freedom, fundamental rights and civil liberties. Unfortunately, in Pakistan we could not develop both. We neither have the socio-economic systems that bring growth benefits to all, nor we have legal, political structures that ensure rights and freedom for citizenry. A key lesson from SPO's experience with community based organizations (CBOs) was that capacities should be built, not merely so CBOs could run projects, but also to empower them to fight for improved socio-economic and political systems. Realizing the importance of good governance in ensuring human development, social justice and personal freedom for all, SPO gradually converted its capacity building programme into capacity building for good governance.

This approach is based on SPO's strong belief that every activist is a potential councilor and every councilor is a potential provincial legislator. SPO encourages CBOs' initiatives for development, as it recognizes that checks and balances and accountability are aired through their actions. It places much importance on the stimulation of local leadership, growth of capacity to initiate projects and organize self-help, and the acquisition of skills, recognizing that these developments are critical in building the capacity for good governance.

In this backdrop, SPO is extensively working with two major groups of CBOs and UCs, and emphasizing improvements in their programme, process and structures, is the core thrust of its intervention.

1.2 Development Planning and Management Programme

Since 1992 SPO has offered the Development Planning and Management (DPM) training module in underdeveloped areas of Pakistan to help grassroots organizations envisage, plan, fund, implement, and monitor development projects in their communities; to improve their own programmes, processes and structures; and to recognize and fight for their rights. The participant organizations include CBOs, which traditionally include mostly male members, and women organizations (WOs), which are staffed entirely by women and, in most cases, have been mobilized by SPO itself through its Women's Programme.

Using a systematic process, SPO appraises and selects organizations that will be offered DPM training, forms regional 'clusters' of these partner organizations, and conducts needs assessments to customize training contents. The DPM training curriculum and methodology have evolved with SPO's experience and are geared to meet the special needs of rural CBOs and WO. SPO's seasoned faculty provides the training over a period of 15 months, and the learning and progress of participant organizations is continuously monitored.

Towards the end of the DPM training cycle, each participant organization is provided a grant of Rs. 10,000, referred to as '*choti* funding', to implement an actual development project in its community. This tests the organization's learning, helps it be received as a development player in its community, and builds its confidence. Thus through a 35 step contact cycle (See Annex), CBOs are identified, assessed and trained to be converted into development organizations that are capable enough to conduct community development projects.

During the reporting period, SPO formed eleven clusters in all. New clusters were formed in all four regions.

Clusters Formed in 2002–03

<i>Region</i>	<i>WO Clusters</i>	<i>CBO Clusters</i>	<i>Total</i>
Balochistan ¹	3	2	5
NWFP	1	1	2
Punjab	0	1	1
Sindh	1	2	3
Overall	5	6	11

1.3 UCs Training Programme

In pursuit of its aim to capacitate union councilors for good governance, SPO initiated a process of identification of UC clusters and their training. In District Turbat of Balochistan, 2 new clusters of union councilors of UC-Balicha and UC-Malikabad were formed. A cluster of 8 village councils was formed in District Bolan of Balochistan while two clusters of union councils, constituting of 15 male and female councilors, were identified in Balochistan. The existing DPM training modules were modified to respond to the training needs of union and village councilors. Their capacity building was carried out through a series of two workshops each. Similarly two clusters comprising of union councilors were identified in District Muzaffargarh and Bahawalpur in Punjab, namely, UC-Mehmood Kot and UC-Got Mehrab. At the pre-DPM stage, these clusters, in collaboration with local CBOs conducted a door-to-door survey of their UC, collecting basic household data for approximately 5000 households. Through these efforts SPO's capacity building programme now encompasses the local bodies at the grassroots level as well and does not remain confined to CBOs and FDOs only.

In 2002–03, the DPM programme continued in full force. The following tables summarize progress achieved under the DPM programme in 2002–03.

¹ Includes clusters both for Turbat and Quetta

What Partner Organizations Learnt

DPM Workshop	Number of Participating Organizations					
	NWFP	Sindh	Balochistan	Punjab	Turbat	Total
DPM I Development Concepts What is development Participatory development Political participation Rights-based approach Environmental development Gender and development	23	35	8	17	30	113
DPM II Organizational Management Leadership skills Decision-making skills Communication skills SWOT analysis Financial management	33	45	0	20	18	116
DPM III Situation Analysis Assessment, Analysis and Action Advocacy methods Data collection methods and tools Village Development Programme	36	9	12	12	18	87
DPM IV Programme Planning What is planning Project proposal development Environmental impact assessment Gender impact assessment	14	9	22	11	0	56
DPM V Programme/Project Management Implementation steps Supervision skills Monitoring skills Evaluation skills	15					15

Sectors for Which Partner Organizations Used *Choti* Funding

Sector	No. of POs
Basic Health	6
Education	8
Income Generation	14
Vocational Training	12
Livestock	4
Micro Credit	10
Total	54

1.4 Revision of DPM Modules

During the review period, the DPM training modules were revised to include sensitisation regarding political education, the rights-based approach, and advocacy. They have also been made more convenient for providing training to illiterate women groups and elected members of Union Councils in underdeveloped areas of Pakistan as they include graphics to communicate messages. Moreover, trainings that were previously conducted separately as need based, concerning financial management, gender and development, and the environment, have now been mainstreamed in the DPM programme. The revised DPM programme consists of 22 days divided into five workshops.

Workshop	Topic	Duration	Contents
DPM 1	Concepts of Development	5 days	a. Development concepts b. Political participation c. Roles and responsibilities under new local government system d. Training techniques
DPM 2	Organizational Management	4 days	e. Leadership and decision-making f. Conflict resolution g. Financial management
DPM 3	Situation Assessment	4 days	h. Rights-based approaches i. Advocacy j. Survey techniques
DPM 4	Programme/Project Planning	5 days	k. Planning l. Proposal development
DPM 5	Programme/Project Management	4 days	m. Implementation n. Monitoring and evaluation

1.4 Capacity Building and Funding with TVO

In 2002–03, SPO and the Trust for Voluntary Organizations agreed to collaborate in assisting one another's partner organizations. Under this partnership, SPO will extend its capacity building services to TVO's partner organizations, while TVO will extend its funds to SPO's partners so they can implement community development initiatives. Other areas of collaboration are also being explored.

TVO and SPO have historically worked in similar social sectors. Thus, apart from optimising benefits for the two organizations' partners, this collaboration will help the two NGOs avoid duplicating one another's efforts.

During the reporting period, SPO and TVO initiated a project of Rs. 6.9 M to train some 740 representatives of 370 *tehsil*-level partner organizations of TVO in organizational management. Following areas are covered in the trainings:

Basic development concepts, Environmental awareness, Gender awareness, Strengths Weaknesses, Opportunities and Threats (SWOT) analysis, Governance of CBOs/NGOs, Organizational history and problems, Registration Act of 1961, Effective meeting and record keeping, Situation assessment and analysis techniques including baseline surveys, Participatory rapid appraisal (PRA) tools, Office management and Financial management.

1.5 Support to the Saving Newborn Lives Project with Save the Children USA

In May 2003, SPO entered a partnership with Save the Children USA to support the latter's Saving Newborn Lives (SNL) project. SNL is an initiative of Save the Children USA and is funded by the Bill & Malinda Gates Foundation. It aims to improve the health of women, girls and infants in Pakistan. Under this initiative, a Behaviour Change Communication Project will be implemented by selected NGOs in Sindh and NWFP to change negative practices and attitudes regarding reproductive health. SPO's role will be to build the capacity of these implementing NGOs.

The NGOs selected for Sindh include Badin Rural Development Society (BRDS); Sami Samaj Sujjag Sangat, Umarnot; Development Planning and Management Graduates Coordinating Council (DPMGCC), Shikarpur; and Sahkar Dost Welfare Association, Naushahro Feroze. The major areas being covered by SPO in the NGOs' training are social mobilization, communication skills for effective advocacy, organizational development, monitoring and evaluation, and project proposal development.

An orientation workshop was conducted in Sindh in June 2003 and attended by representatives of these NGOs. Owing to delays in the identification of NGOs in NWFP, trainings for this province had to be postponed to October 2003.

1.6 Supporting Democratic Governance

Local Government Plan 2002

When the new local government debate was initiated in 2000, participatory development coalitions—networks of SPO partner organizations—participated vigorously in provincial as well as national forums arranged to finalize the design of the new system. During the Local Bodies Elections in December 2002, members of SPO partner organizations not only supported the electoral process but also ensured active female participation. A wide-ranging consultation process was initiated by SPO across Pakistan, including a series of workshops attended by representatives of the government, NGOs, CBOs, and the communities. SPO also partnered with other organizations in this process, such as the United Nations Development Programme (UNDP) and Aurat Foundation.

Partner Organizations' Participation in Local Government Elections

For about a decade, SPO has been preparing grassroots organizations as well as civil society networks to play a responsible and active role in debate, decision-making, and implementation regarding development issues. The Local Bodies Elections, held in December 2002, offered an ideal opportunity for SPO's partners to enter a wider stage of development decision-making.

In all, 781 members of SPO partner organizations contested the elections and 536 got elected. An even larger number of SPO-trained activists participated to support the electoral process, campaigning, canvassing, and bringing the development agenda to the fore. The training of elected SPO partners is expected to stand them in good stead in their new roles: their leadership, planning and management skills have been honed; they are sensitised towards gender and environmental issues; and they are able to network purposefully and effectively with other development stakeholders.

Participation of SPO Partner Organization Members in Local Bodies Elections

	Number of Individuals	Percentage
Contested		
Total	781	
Men	520	
Women	261	
Elected		
Total	536	68%
Men	389	75%
Women	147	56%

DPM Graduates Elected to Local Bodies

Total	51
Men	35
Women	16

Supporting Democratic Electoral Processes in Pakistan

In partnership with UNDP and the Election Commission of Pakistan, SPO initiated the "Supporting Democratic Electoral Processes in Pakistan" Project in 2002. The project's objective was to increase voter turnout, especially women's participation, in the Local Bodies Elections. An enabling environment was created for women's effective participation by raising awareness about gender equity, good governance, individual responsibility, and participation at the mass level. The project was conducted in 11 districts of Sindh and NWFP and had a visible impact on attitudes towards women's participation in politics. Stakeholders who helped raise awareness during the project included politicians, communities, female students, journalists, CBOs, civil society organizations, and NGOs.

Devolution Support Project

During the reporting period, SPO signed an agreement with Cowater International Inc. to participate in the Devolution Support Project (DSP). DSP is part of the Democratic Governance Program, which is being funded by CIDA to facilitate the Government of Pakistan in implementing its Devolution Plan.

DSP will support the government in promoting democratic local governance by introducing pragmatic and innovative ideas and tools to facilitate the change process and transition to a more accountable, transparent and democratic system of government. The first phase of the program will be conducted by a consortium of five organizations led by Cowater International and including SPO, Semiotics, Federation of Canadian Municipalities, and Deloitte Touche and Tohmatsu.

An inception mission for the project was conducted in March–April 2003 by representatives of CIDA, Salasan, Cowater International and SPO. SPO has engaged a consultant to develop and implement an effective strategy to enhance women’s participation in the devolution process; both at beneficiary and decision-maker level, and to ensure that gender considerations are effectively integrated in the project.

Getting the Balance Right

The ‘Getting the Balance Right’ project is supported by the Gender Equality Project, which is funded by Department for International Development (DFID), UK. It is aimed at linking women councillors with various financial and non-financial resources available at district level so that they can fully utilize their 33-percent representation to promote women’s development in the country.

The objective of the project is to supplement and strengthen initiatives being undertaken by different organizations for capacity building of women councillors by:

- Training women councillors to collect information, analyse it in the perspective of women issues in their areas, and define actions;
- Linking the women councillors with relevant stakeholders, including government line departments in the district, civil society organizations working for women’s development, National Commission for the Status of Women, Ministry of Social Welfare and Women Development, and all other relevant institutions and resources so that they can take effective actions to respond to women related issues such as economic empowerment, health, education, legal rights, and violence against women; and
- Creating a database of resources, both in print and in visual form, to help facilitate women councillors’ work and provide a ready reference.

SPO also expects to develop the capacity of its own Women’s Programme through this project.

Initially, SPO will build the capacity of approximately 400 women councillors from different regions. The project will be piloted in four districts, namely, Turbat (Balochistan), Hyderabad (Sindh), Peshawar (NWFP) and Multan (Punjab). In time, it may be replicated in other districts under SPO’s Women’s and Governance Programmes.

An initial testing of the project was planned in District Khusab in which 25 women councillors were to be involved. During the reporting period, groundwork for the project was completed, Union Councils for the test phase were identified, and meetings were held with women councillors, and the Nazim and District Coordinating Officer (DCO) of Khusab.

Local Governance in Kech

SPO's programme in District Kech in Balochistan was previously centred on the Village Education Programme (VEP), a special programme initiated in 1993 to motivate, mobilize and offer non-formal education to women in the Mekran Division of Balochistan. The programme's focus has been shifting increasingly towards capacity building and governance, based on SPO's conclusion that, compared with non-formal education, political awareness for democratic change would be a more effective catalyst for development initiatives in Mekran.

In 2000, in response to the government's devolution plan and the local bodies elections, SPO worked with other development organizations to mobilize women in 38 Union Councils in District Kech. As a result of this experience, Kech Governance and Development Network was set up in 2002 to mobilize local communities so they play an effective role in the local government. A strategic planning workshop was held, which helped in defining the role of the network. The network includes 20 representatives of local government bodies and NGOs working in Kech and provides a platform for joint discussions and activities. Members include the District Nazim, who is the Chairperson, the District Coordinating Officer (DCO), Executive District Officer (EDOs) of various line departments, and representatives of major NGOs in Turbat, such as Marie Stopes, Trust for Voluntary Organizations, Pakistan Poverty Alleviation Fund, and Mekran Resource Center.

The Kech Governance and Development Network coordinated to mobilize communities of all 38 Union Councils in Kech to establish Community Citizen Boards (CCBs) and assisted in the registration of the CCBs. So far, 59 have been registered and provided technical assistance in developing project proposals. In addition, the network has provided support to the district government in formulating a district education policy, the local health department in its immunization programme, and the *tehsil* administration in cleaning Turbat Town. A major achievement of the network is that it has enabled intensive interaction between local government representatives and other development stakeholders; in the long term, this is expected to lead to effective partnership between the public and private sector in Turbat.

The network meets every two months and its secretariat revolves among the member organizations, shifting at each meeting. The network is being utilized by the district government as a platform to become informed about problems faced by the communities that can be solved through the government.

After the local bodies elections, SPO started the capacity building of Union Councils in Kech. In District Turbat of Balochistan, two new clusters were formed comprising the Union Councils for Balicha and for Malikabad during the review period.

Under its programme to capacitate the members elected in the union councils, a separate training module was formulated for UCs. After a thorough need assessment of the participants, three training modules were designed through an adaptation of the UNICEF's module on local government system, review of material on local government representatives and a few modifications in the DPM package. The modules included 9 Training workshops of UC Module1 (Development Concepts, Political Participation), UC Module-2 (Leadership Development and Decision Making) and UC Module-3 (Project Planning and Management) that were conducted with 50 male and female councilors, two Nazims and Two Naib Nazims of Union Council Balicha and Union Council Malikabd. During these trainings women organizations, CBOs and social activists were also involved.

However the release of funds for the CCBs still suffers a delay on behalf of the government and has restricted their activities to a great extent.

More details about the Village Education Programme are provided in the chapter entitled 'Programmes for Education'.

CASE STUDY

When SPO Kech began its efforts for the capacity building of union councils in 2003, it selected the union councils of Malikabad and Balicha. The two union councils were selected, because the councilors were willing to receive training from SPO due to its long presence in the area. A training package was developed for the councilors in which the male and female community based organizations (CBOs) were also involved. Through the training, the councilors were informed about development concepts, leadership development and project planning and management. After passing through the training, coordination between the union councilors, and CBOs increased as they began working together on development projects for these union councils.

Recently Education Sector Reforms Assistance (ESRA) in its programme for education reforms in District Turbat, desired to develop one Model Union Council out of 38 in the district. The program aims at promoting quality education and increasing literacy rate. A steering committee comprising of 15 members was set up under ESRA, which was to evaluate the existing union councils and select one that could coordinate with the community members and was also well connected with the community based organizations. When SPO Kech came to know of ESRA's programme, it introduced the union council Balicha, which had undergone the capacity building cycle, to the steering committee. After a thorough evaluation, the UC Balicha was selected as the Model Union Council by ESRA due to the fact that through the training imparted by SPO, the councilors had acquired all necessary skills required to implement the programme successfully with a clear vision of community development. It was also well connected with the line departments as well as the community based organizations. Thus SPO's endeavour for capacity building of local institutions for good governance became fruitful by making the union councils trained enough to be recognized as valued partners in development.

2. Programmes for Women

Deprived on many fronts, women form a major marginalized sector of society. As SPO represents the disadvantaged, and works to bring improvement in their lives, it lays particular emphasis on the capacity enhancement of women. The integration of women into the development process is one of SPO's top priorities and the organization is becoming a recognized leader in gender responsive programming in all of its development initiatives. Through its work with grassroots communities SPO seeks to encourage and support initiatives that increase women's decision-making and participation in economic, political and social processes; improve women's access to resources; improve the level of education of women and girls; and promote the human rights of women.

2.1 Women's Programme

The Women's Programme is a core programme of SPO and has two purposes: to mobilize women's groups, which involves motivating men as well as women in the target communities; and to build the capacity of the women organizations through DPM training and other support offered by SPO to CBOs. This approach recognizes the fact that cultural segregation of men and women in local communities is too strong to allow women to participate meaningfully in organizations and projects in which men are also involved in decision-making. It also allows women to focus on the problems that they perceive to be the most serious, and to gain confidence in their own ability to contribute to local development.

In 2002–03, SPO continued its mobilization strategy. Partner CBOs, consisting of male members, were encouraged to support women organizations' formation in their areas; these CBOs paved the way for female group formation and training. SPO modified its capacity building programme so that there is now more emphasis on initiating and sustaining female groups. The trained women development organizations demonstrated improving project management skills in their use of *choti* and social sector funding, although they were not able to implement projects entirely without the assistance of CBOs. Some of them have reached a maturity level where they can access external resources to fund their projects, for instance through linkages with the Trust for Voluntary Organizations and Canada Fund.

Progress in the formation of women organization clusters, the capacity building of WOs, and *choti* funding utilization by WOs is reported in the previous section on 'Capacity Building for Good Governance'.

2.3 Support for Women in Governance

During the review period, SPO undertook two projects specifically to promote women's participation in the political arena: the Supporting Electoral Processes in Pakistan project (with UNDP and the Election Commission of Pakistan), which sought to increase women's participation in the local bodies elections held in December 2002, and the Getting the Balance Right project (funded by DFID), which aims at capacity enhancement of elected women councillors.

In all its other activities to promote good governance, SPO especially integrated the special needs of women. As a result of the organization's mobilization efforts, 261 WO members contested the local

bodies elections of whom 147 were elected. Of the elected women, 16 were graduates of the DPM programme. Likewise, as a member of the consortium conducting the CIDA-funded Devolution Support Project, SPO is devising a strategy to integrate gender concerns in the implementation of the government's devolution of power plan. Similarly, women beneficiaries have been specifically involved in governance support activities of SPO in Kech.

Details of the above interventions of SPO appear in the previous section on 'Capacity Building for Good Governance'.

2.4 Support for Women's Projects

In 2002-03, SPO continued to fund initiatives of women organizations through the social sector fund (SSF). Details about the SSF programme are provided in the next section ('Social Sector Fund'). The sectors for which women organizations utilized SPO's SSF are presented in the table below.

Social Sector Fund Projects Implemented by Partners in 2002-03

<i>Sector</i>	<i>No. of Projects</i>
Micro Credit	2
Infrastructure	0
Sanitation	4
Education	6
Livestock	2
Income Generation	2
Irrigation	0
Basic Health	9
Total	25

2.5 Support for Women's Education

SPO continued to implement the Village Education Programme to promote female education in Balochistan. Details of this programme appear later in this report, in the section entitled 'Programmes for Education'.

2.6 Gender Resource Centre

SPO established a Gender Resource Centre in Turbat that houses about 250 books on gender and development, governance, local bodies, women issues and environment, as well as video and audio material on various development issues acquired from the Interactive Resource Center. Books and manuals at the resource centre have been catalogued, and staff and other stakeholders are benefiting from its resources.

2.7 A Destiny of Her Own: AZT Asiabad

Ordinarily, the future is bleak for a young woman in a rural community whose husband is a drug addict, abuses her, and then leaves her and her children to sift for themselves. Not so for Mahrung, a resident of village Asiabad, Turbat, who availed the support available from SPO's Village Education Programme to carve a new life for herself.

Returning to her parents' home after her husband left her, Mahrung completed her primary education from the Noken-Saba school being run under VEP. When the AZT Asiabad was formed, she was selected as its President.

To generate income for women, the AZT designed a date processing project. Mahrung's commitment to the project was so high that she convinced her father to donate a piece of land to the AZT to set up the date processing unit.

Today, a large building stands on this plot. This is where women process and pack dates seasonally, and where AZT Asiabad holds its meetings. The now independent Mahrung, who had never travelled beyond Turbat, frequently visits Karachi, Hyderabad, Sukker, Lahore, Islamabad and Multan to market the dates every year. Her communication skills have improved along with her mobility. From being the battered wife of a drug addict, Mahrung has empowered herself to become a source of strength and inspiration to her children and to all other women in her village.

3. Social Sector Fund

SPO views its capacity building efforts as political actions that are carried out so participants can bring about positive social change; without which, capacity building would be futile. SPO's Social Sector Fund (SSF) forges the initial links between SPO's political actions (i.e., capacity building) and tangible social change (i.e., improved quality of life): under this programme area, SPO extends financial and technical assistance for small-scale community projects that are conceived, developed and carried out by its partner CBOs and WDOs. Not only does the SSF improve the quality of life at the community level—through improved health, sanitation, and education services, income generation and micro credit opportunities, and some human rights projects—but it also teaches implementing partner organizations how to run their own development projects and monitor public sector projects in their area.

To be eligible for funding, the projects must belong to specific social sectors, which, as of 2003, include health, education, environment, agriculture and livestock, and governance. In addition, the projects must be sensitive to gender issues, environmentally benign, and beneficial to marginalized segments of the community.

In 2002–03, SSF project policies and procedures were updated at the SPO National Centre, compiled into a single document, 'SPO Project Policy and Guidelines', and shared with all regional offices. The forms for compiling information about projects were revised and made simpler. They were also translated into Urdu and local languages so that partner organizations can submit their proposals in the language of their choice. Sections on gender and environmental issues were added to ensure that they are covered in all project proposals. Where SSF funded projects require technical or human resource development assistance from SPO, such assistance is now extended by SPO through the SSF programme.

The maximum amount of SPO's funding is 80 percent of the project cost or Rs.50,000, whichever is less. Projects are selected for funding by a Regional Project Approval Committee comprising of senior governing executives of SPO. SPO continues to encourage its partners to solicit funds from other donors as well.

Projects Undertaken by Partner Organizations with Social Sector Funding in 2002–03

Sector	Punjab		NWFP		Balochistan		Sindh	
	CBOs	WDOs	CBOs	WDOs	CBOs	WDOs	CBOs	WDOs
Micro Credit	3	1	-	-	2	1	-	-
Infrastructure	-	-	-	-	1	-	-	-
Sanitation	2	-	6	4	-	-	1	-
Education	4	3	4	3	1	-	8	-
Livestock	-	-	-	-	1	2	-	-
Income Gen erati on	1	1	2	1	-	-	-	-
Irrigation	3	-	-	-	7	-	1	-
Basic Health	5	6	5	3	1	-	2	-
Total	16	11	17	11	13	3	12	0

Changing Futures: Shah Latif Social Welfare and Educational Society

From early childhood, Shazia Rehman has lived in Memon Goth in Malir District. In her growing years, the only schools in the area were either too expensive, or provided very poor quality education, which made for a very insipid academic life for most children. Shazia's case, however, became different. Something in her life made it possible to enjoy studies, to strive to excel, and to eventually become a teacher, capable of earning and of helping other children to learn.

That something in Shazia's life was the Shah Latif Social Welfare and Educational Society, a DPM partner of SPO, which aspired to raise the educational standards for children in Memon Goth. When Shazia started studying for her Matriculation, she was an average student, in great need of coaching and guidance. She learnt about coaching classes offered by the Shah Latif school and signed up for only Rs.20 per month. Joining these classes transformed Shazia's academic life. She became a bright student and developed great interest in her studies. When members of Shah Latif Social Welfare and Educational Society completed their DPM training in 2001, they were funded by SPO to extend rooms to accommodate more children in the school. At this time, the school recruited Shazia as a teacher at a salary of Rs. 850.

Today, Shazia's salary is Rs.1,700. The most educated member of her household, she guides her siblings and is an earning hand for her parents. She says her case isn't the only one; the school has improved the educational conditions of many other children in the area who could neither afford to go to good schools nor receive quality coaching. The commitment of Shah Latif Social Welfare and Educational Society is changing life in important ways in Memon Goth.

4. Strengthening Civil Society

Civil society plays a basic role in voicing people's opinions and questioning powers; it represents politics of consent, while the state represents politics of domination. SPO has learnt the importance of pluralism and diversity, and its work consolidates the actions by organizing CBOs into networks through which people collectively voice their concerns. Thus, by establishing or becoming a part of networks, SPO strengthens civil society to provide solidarity to community actions.

Since its inception, SPO has been engaged in developing and strengthening networks of development organizations in Pakistan to promote dialogue and collaboration and encourage participatory approaches to development on a broader level. All DPM graduate organizations are part of participatory development coalitions (PDCs), which provide a platform for networking and joint action. Individual partner organizations as well as PDCs have been facilitated in many ways in building linkages with other local and national development organizations.

During the reporting period, SPO launched its civil society networks programme under which existing PDCs are being transformed and new networks are being established to play more focused and effective roles. These networks will primarily be engaged in advocacy concerning selected development themes. They will promote community dialogues, rights-based and participatory approaches, political awareness, and local governance in their regions.

4.1 Transformation of PDCs

Previously, PDCs had been responsible for replicating DPM training for other CBOs in their region; this segment of their role was withdrawn because most coalitions lacked the capacity required. Instead, they were prepared for the role for which they are best positioned: creating political awareness and working with local communities as well as local governments to promote effective governance.

During the reporting period, SPO provided intensive institutional support to PDCs. Each PDC was guided through a vision exercise to identify core issues in its district and select the area in which the PDC will conduct research studies, advocacy, and information dissemination. Strategic planning workshops and capacity building programmes were conducted concerning advocacy, rights-based approaches, and political participation for good governance. SPO is also providing Rs.3,000 per month to each PDC as administrative support.

4.2 Impact of Civil Society Networks

Strengthening PDCs has had many positive results. During the reporting period, PDCs worked actively to get their member organizations registered. They updated member organizations on current development issues; disseminated information and organized dialogues on gender equity, human rights and legal rights; and initiated rights-based advocacy. Their most prominent impact was felt in the events surrounding local elections in the country: PDCs participated vigorously in provincial and national dialogues to assist the government in finalizing the Devolution of Power Plan, and mobilized communities to increase women's participation in elections.

Among the most significant achievements of PDCs, Takht Bai PDC, one of the oldest PDCs formed by

SPO, was able to acquire projects from the World Bank. The projects were negotiated and implemented by member organizations for community development. PDC Lodhran transferred DPM skills to community citizen boards, which the PDC itself got registered. The PDC is also exploring possible opportunities to collaborate with the district management. Kabeerwala PDC did considerable work on 'Social Harmony for Development'. The PDC regularly arranged dialogues and seminars to reduce tension between minority groups in the area and the Muslim community. Eminent religious scholars were invited to deliver the lectures on these occasions. Sibbi PDC conducted a research study on the problems faced by wildlife in the region. Hyderabad Development Coordinating Organization, a PDC, undertook vigorous advocacy campaigns on the issues of *Karo Kari* (honour killings) and feudal oppression.

PDCs Strengthened by SPO in 2002–03

Quetta	NWFP	Punjab	Sindh
Sibi Bolan Pishin Ziarat Mastung Noshki	Takht Bhai Charsadda Mardan Nowshera	Kabirwala Bahawalpur Lodhran D.G.Khan Muzaffargarh Kot Addu Sargodha Mianwala Khushab	Hala Hyderabad Shikarpur Ghotki Nawabshah Malir
Total: 6	Total: 4	Total: 9	Total: 6

4.3 Networks and Linkages

SPO has been recognized by many national and international donor agencies as a potential partner for the implementation of development programmes and projects. It has formed and maintained networks and linkages with IUCN-The World Conservation Union, Micro Credit Summit, and the International Capacity Building Forum. SPO is also represented on a host of sectoral, provincial and national networks, including Pakistan NGO Forum, Punjab NGO Coordination Council, Sarhad NGO Ittehad, Balochistan NGO Federation, and Sindh NGO Federation, among others. This year, SPO participated in various events organized by these networks and played an active role as a member. The main issue that was considered on these forums was that of certification of NGOs. Being sensitive to the problems of the grass roots communities and the policies formulated by the government to uplift them, SPO as a member of these networks hosted two events concerning the Interim Poverty Reduction Strategy Paper and came up with recommendations that were sent to the Pakistan NGO Forum.

4.4 Joint Front Against Suppression: Kot Addu PDC

Until recently, rural communities in District Muzaffargarh bore all the signs of centuries of external domination. Pakistan's independence had not really filtered into the lives of the local people; for them, British rulers had merely been replaced by feudal landlords, who had vested interests in keeping them poor, illiterate and powerless. Extremely poor socio-economic conditions and dejection afflicted the rural people.

In a village called Qasba Jahan Khan in Tehsil Kot Addu, a group of men who wanted to improve their people's lives came together to create a CBO called Allah-o-Akbar. In 1995, the CBO came into

contact with SPO and underwent the DPM training programme. What it learnt convinced the CBO that change was possible, provided the local communities could be united.

Allah-o-Akbar began networking in earnest, reaching out to nearby villages and exposing people to the DPM programme. Hope rose among the people as Allah-o-Akbar mobilized them to form community organizations.

The people's power was first tested when the construction of a road leading to Jahan Khan was blocked by local landlords. The people needed this road. Allah-o-Akbar and the other community organizations bonded in a strong network that applied pressure on both the feudal lords and government officials. Backed by local communities, the network—Kot Addu PDC—was strong enough to break feudal authority and the road was completed.

Kot Addu PDC's next milestone achievement was leading the campaign for young Kausar in the 2001 elections. The election of Kausar, a local woman, as District Councillor changed the very perception of women's potential in the area.

The profound impact of Kot Addu PDC's continuing efforts is visible in the socio-political and socio-cultural scenario in Muzaffargarh. Some 44 CBOs have been formed since Allah-o-Akbar's inception, forming a network that feudal landlords take very seriously. District Councillor Kausar's very presence has broken down the '*Bibi Culture*' within the feudal community, under which women were not even allowed to step outside their houses: local landlords are nominating their wives and daughters to participate in elections, and men and women are attending DPM training together in the area.

5. Programmes for Education

In any country, education plays a vital role in human resource development. It not only makes individuals more productive and efficient, but also leads the economy towards sustainable development. It is not only a goal in itself but is a means to many other goals in an individual's life. The situation of education in Pakistan is marred by multifaceted problems that need immediate attention. Low enrolment rate at primary level, regional and gender disparities, high drop-out rate, lack of trained teachers and well developed teaching materials and underdeveloped infrastructure of schools are some of the major problems that constitute the dilemma of our education system.

As this is an age of information, knowledge is changing the fortunes of the countries across the world. Many resource poor countries have improved their economic conditions by investing in education and human resource development. SPO in its efforts for holistic development takes into account this major sector and believes that it would help build the foundations for a more equitable and enlightened society.

In addition to its core programmes, SPO undertakes various sectoral programmes to respond to specific development needs of the communities with which it works. A core aim of many of these sectoral programmes is education, particularly for education of women, which is traditionally neglected in Pakistan. During the reporting period, SPO worked on four programmes related to child welfare and female education, details of which are presented in this section.

5.1 Early Childhood Care and Development

The Early Childhood Care and Development (ECCD) project is being implemented by SPO in NWFP since 1998, in collaboration with the United Nations Children's Fund (UNICEF). The project aims to promote a rural based model of ECCD by promoting awareness on the significance of early child care and development in districts Kohat, Mardan, Haripur and Peshawar. The objective is to provide opportunities for holistic, physical, psychological, emotional and spiritual development of children under five years of age belonging to rural areas and urban slums. It is expected that the project will enhance ECCD policy formulation and associated planning in NWFP.

In 2002-03, a number of events were organized to train representatives of Education, Health and Social Welfare Departments in four target districts in ECCD concepts and the use of the national ECCD training kit. CBOs belonging to three Union Councils each from District Peshawar, Haripur, Kohat and Mardan also participated in some of these events. For outreach, printed material on ECCD was disseminated, and 94 ECCD community gatherings were arranged in the four districts.

The project's impacts are being felt in the sensitisation of target communities and in the incorporation of ECCD concerns in the work of relevant government departments. Strong networking at the provincial level is evident among different stakeholders, who are analysing current ECCD policies and suggesting strategies to improve them.

5.2 Village Education Project

SPO's programme in District Kech in Balochistan was previously centred on the Village Education Programme (VEP), a special programme initiated in 1993 to motivate, mobilize and offer non-formal

education to women in the Mekran Division of Balochistan. Through this programme, SPO has increased women's access to education and employment, enhanced their functional skills, increased awareness on women's issues, mobilized women for joint action, and helped change attitudes towards women in District Kech. Most of these achievements were realized through SPO's work with female Anjuman Zanana Taleem (AZTs: village women's development groups), the creation of village level education centres and the capacity building of several AZTs into women development organizations.

During the reporting period, two programme coordinators conducted a review of VEP in Turbat. Fifteen AZTs were selected for the study sample. A needs assessment of the AZTs for continuation of the education programme was also carried out. The study highlighted problems as well as impacts of the programme and played a strategic role in the SPO management's decision about future programme direction. It has been concluded that non-formal education is no longer the most effective single entry point for development initiatives in the area, and that increasing political awareness for democratic change would be an even more effective catalyst.

During the reporting period, three clusters were formed with 31 AZTs in Turbat. AZTs renamed themselves according to the new acquired roles as development organizations. They conducted nine projects with *choti* funding, concerning education, a library, a health centre, a tuition centre, and small businesses based on micro credit.

Three pre-DPM workshops were conducted with 30 WOs of the Buleda, Turbat and Tump clusters and two DPM-II workshops were conducted with 18 WOs of Buleda and Turbat clusters. The workshops used pictorial material as well as interactive theatre. In addition, two DPM-III workshops were conducted for 18 WOs of Buleda and Turbat clusters.

Women development organizations successfully conducted two advocacy campaigns in Turbat, one on the unfair allocation of funds from the *bait-ul-maal* and the other on lack of teachers in government schools. Both campaigns were successful and the AZTs were able to rectify the issues. The women organizations were linked with government line departments to strengthen their capacity to effect change.

5.3 Ammal Project

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

Key activities of the project include:

Increasing awareness and motivation 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 reporting period, the contract with DFID came to an end and 12 out of 38 schools being

run under the Ammal Project were picked up by the Government. Support for three additional schools has been ensured through an agreement between SPO and the Rural Social Development Programme (RSDP). RSDP will support these schools for the next three years.

A milestone achievement during the reporting period was that 455 students of schools functioning under the Ammal project appeared in the Government Board examinations for Class 5, and 401 passed, bringing the overall pass percentage to 88 percent.

5.4 Tawana Pakistan

Tawana Pakistan is a school nutrition project for 5- to 12-year-old girls being implemented by SPO in three districts of NWFP, i.e., Lakki Marwat, Tank and Karak. The objective of the project is to improve the nutrition status, enrolment and attendance of the girls in primary schools with sustainable community participation. It is expected that it will increase child growth rate, decrease the school dropout rate, sensitise parents regarding nutritional value, and enhance quality education.

CASE STUDY

Masi Malookan belongs to an under-developed area of D.I.Khan known as Tomal Khurd. She is a woman of great strength. After her husband was killed by his nephew, she continued providing education to her sons and her daughters were married off. Being widow she had to face the circumstances alone.

Masi Malookan vigorously supports the idea of education but due to her limited assets and resources she could not get her daughters educated. But as soon as she became aware of the Ammal Project of SPO under which a school had to be established in her village, she contacted the staff of SPO in D.I.Khan. She readily offered a space for the school without charging any rent and made proper arrangements for the provision of electricity in the building.

She went to each household within the community and mobilized the parents to send their daughters to that school. Since the area was devoid of any school for girls, the local people did not hold the notion of educating their daughters in high esteem. However, Masi Malookan conducted the task of motivating them with great fervour as a result of which 90 girls are getting education in her school today. At that time the village was also struck by a acute water shortage. In order to keep the girls at school comfortable, Masi Malookan took up the responsibility of brining water from a far-off hand pump and keeping the water containers filled. Due to her efforts and zeal to provide education to the girls of her community, which she could not do for her own daughters, the school has

6. Research and Communications

Research and communications at SPO contribute in the overall realization of the organization's mission. SPO recognizes that research can strengthen its learning from the field, enabling it to analyse its programme and its impact, and to disseminate the information needed by society to formulate appropriate policies and actions for social progress.

To fulfil the broader information needs of its own programme as well as society, SPO conducts research using scientific data collection and analysis techniques. The conclusions and qualitative empirical knowledge derived form the basis of SPO's communication strategy: public messages are formulated to promote pro-people policies, and conveyed to society through academia, civil society, and government institutions.

6.1 Development Research

SPO's widespread and focused interaction with grassroots development stakeholders and its networking with other development players provides it a valuable vantage point on local and national development issues. The lessons and perspectives SPO draws for its own work can provide useful insights for other national and international development organizations as well. In order to consolidate and disseminate the knowledge to which it has access, SPO has decided to initiate development research. Under this new area, knowledge on indigenous development issues will be compiled and disseminated. Planning for this component continued through the reporting period; major issues and areas on which SPO's research would focus were defined.

6.2 Communications at SPO

Communications have always been integrated in and central to SPO programmes. The organization employs print, electronic, and inter-personal means of communication to increase participation by its stakeholders, maintain transparency for enhanced accountability, and support fundamental human and democratic norms in the society. Using targeted and informative newsletters, an interactive website, participatory dialogues, inspirational videos, in-depth research papers, thought-provoking posters, educational pamphlets, and various other tools, SPO has already crafted a niche for itself as a leading development-communications oriented organization with a nationwide outreach.

As SPO's new development approach ^{unfolds}, its reliance on innovative communications, particularly with partners and civil society stakeholders, will increase. SPO's focus on poverty alleviation through holistic development and, more specifically, on people's rights, civil society, and partnerships, requires even more intensive and well-planned communications. The challenge that SPO looks forward to is enabling information to play an important role in the empowerment of poor people.

6.3 Publications

During the reporting period, SPO published 'To Make a Stone a Flower', a collection of case studies depicting SPO's contribution in grooming community based male as well as female organizations in underdeveloped areas of Pakistan and the development initiatives taken by these organizations to

bring about a positive change.

A series of discussion papers on the theme of ‘Understanding Pakistan’ has also been initiated to highlight key issues in the country. Four papers authored by eminent thinkers and researchers as well SPO staff with extensive field experience were published during the reporting period. They include:

1. The Future of English in Pakistan – Ahmar Mahboob
2. Education in Pakistan: A Survey – Dr. Tariq Rehman
3. Pakistan: The Question of Identity – Harris Khalique
4. The Goal of Worker’s Welfare and Policy Challenges – Maliha Shamim

‘Shirkati Taraqi’

Three issues of SPO’s quarterly newsletter, ‘Shirkati Taraqi’, were published reporting activities of SPO’s Regional and National Centers and including articles on strategic development issues. The newsletter reaches almost 4,000 readers at local and national NGOs as well as SPO’s partner community based organizations across the country.

Documentary Film on SPO’s Efforts

Another significant achievement during the period was the preparation of a documentary film on SPO’s efforts for social sector development and the outcomes of its capacity building programme. ‘Earth Stories’ offers an insight into SPO’s different programme areas and the efforts of development organizations trained by SPO, which are working in diverse cultural settings across the country.

In addition, SPO published its annual report for 2001–02, a brochure in Urdu and English, and other promotional materials, including a flyer on SPO, two planners, and a souvenir for the Community Institutions Convention organized by SPO in May 2003.

6.4 Development Forums

SPO arranged a number of events on current and development issues at the National as well as Regional Centres. An Omar Asghar Khan Memorial Lecture was arranged on September 2002. The late Omar Asghar Khan was a founding member of SPO, a member of its General Body, and had guided the organization since its inception. On this occasion, Dr. Tariq Rehman, a noted linguist and scholar, delivered a lecture on ‘Education, Violence and Development’. The event brought together numerous development professionals and government representatives as well as SPO staff in a productive debate on development and how it is affected by education and violence.

On Easter, a special prayer ceremony was held at the SPO National Center. It was attended by students, representatives of various NGOs and SPO Staff. Father John Nevin from Our Lady Fatima Church conducted the ceremony in which the participants prayed for world peace and the destitute world over, condemning the unjustified tyranny being inflicted upon innocent people by the oppressors.

Two discussion forums were arranged at the SPO National Centre. The first was a seminar entitled ‘Give Peace a Chance’, which helped in increasing knowledge and creating awareness regarding

international responses to the ongoing USA-led war in Iraq. The second forum paid tribute to Mohtarma Fatima Jinnah; speakers discussed her as a role model for Pakistani women, highlighting the qualities that made her a woman of substance.

A Community Institutions Convention was arranged by SPO Sindh in May 2003. This convention was attended by more than 500 representatives from social welfare organizations as well as people from all walks of life, including political workers, journalists, poets, artists, etc. The objective of the convention was to gather all members of social welfare organizations and enable them to share their experiences, and to highlight the significant role that they play in development.

7. Monitoring and Evaluation

From the start, SPO has integrated monitoring in its programme implementation. Monitoring is performed for enhanced accountability of systems and for learning from experience. It helps to identify the weaknesses that need to be eradicated and the strengths that need to be built upon. Necessary modifications are also made in the programmes through well-defined monitoring and evaluation processes.

In line with its approach in all other programme activities, SPO strives to make its monitoring work participatory. This ensures that all stakeholders have a say in assessing the current situation, analysing its strengths and weaknesses, and formulating the required modifications.

Recognizing the immense importance of monitoring and evaluation in impact assessment and in learning about strengths and weaknesses, SPO maintains systems to monitor and evaluate performance at several levels:

- Monitoring is done by CBOs and a cross-section of stakeholders from their community of the community projects.
- SPO's regional Programme Coordinators make regular visits to partner organizations and assess their progress as institutions. Before DPM training commences, 10 capacity building indicators are used to determine the maturity level of each organization. After the partner organizations complete their DPM training, another assessment is conducted using the same indicators.
- Monitoring is also performed by the regional Programme Coordinators after each interaction during the contact cycle to confirm where the partner organizations and their communities stand after each interaction, and to garner any lessons that could be used to correct or improve subsequent activities.
- Monitoring of Social Sector Fund projects implemented by partner organizations constitutes an important component of the overall capacity assessment process. The outcome and desired impact of the project from a community's point of view are evaluated. For this purpose, the views and findings of a cross-section of the stakeholders are solicited and, more importantly, the findings are then shared with the partner organizations for consensus and post-monitoring follow-up and learning.
- SPO's monitors from the National Centre also conduct random and selective monitoring of all programme areas in collaboration with regional Programme Coordinators, partner organizations, and their communities.
- SPO as an organization also needs to learn from its experiences and to be evaluated so that it can enhance its capacity, improve services, and make necessary modifications in its programmes. For this purpose, external monitors appointed by SPO's donors make random monitoring visits to its partner organizations and to its regional and national centres. They provide highly valuable feedback to SPO through detailed reports and meetings with the SPO team.

During the reporting year, SPO operationalised its reporting, planning and monitoring systems. In August 2002, a separate Monitoring, Evaluation and Research (MER) unit was set up to intensify and streamline MER activities within the organization. A number of activities were carried out by the MER unit to analyse the programme and its impact. Numerous visits were conducted for programme monitoring, monitoring of SSF Projects at the project and beneficiary levels, gathering case studies on SPO's interventions, and assessing the capacity of member CBOs. The findings of these visits were shared with the national and regional management to improve future activities.

7.1 Learning Information System (LIS)

SPO is one of the few NGOs in Pakistan that operate with sophisticated internal monitoring and evaluation systems. SPO uses a computerized system to manage its monitoring and evaluation and management information. The Learning Information System (LIS), which was developed in 1995 with CIDA's help, is a database of performance information, which SPO uses for a myriad needs, and which makes information about the organization available and easily accessible for a host of users. The system tracks monthly performance of the CBOs selected and capacitated by SPO, and measures the changes in CBOs during their partnership with SPO by analysing them against capacity building indicators and generating assessment reports. An important part of LIS is the Project Information Database (PID), which tracks projects undertaken by SPO's partners.

LIS was upgraded during the reporting period. It is now even more analytical and can be accessed through SPO's website.

7.3 Training on Monitoring, Evaluation and Research

The decentralization of SPO's regional offices was achieved to a great extent during the reporting period. Among the key issues that arose was the shifting of monitoring responsibilities to the regional level. The position of Programme Coordinator for Capacity Building and Projects Development was specifically created for monitoring at the regional level. In order to build the capacity of regional staff for this responsibility, a workshop on 'Monitoring & Evaluation' was conducted for them in March 2003, the objectives of which were to:

- Create conceptual clarity regarding MER,
- Improve skills for monitoring projects at the regional level, and
- Provide an orientation to the upgraded LIS and Project Policy Guidelines.

The workshop enhanced the ability of Programme Coordinators to assess partner organizations against SPO's capacity building indicators, and to conduct monitoring and impact assessment of SSF supported projects. The training also ensured that regional staff will adopt a standardized approach in project development in their respective regions and improved their skills for reporting according to SPO's required format.

8. Institutional Strengthening

SPO recognizes that, in due course, its core programme should be implemented without relying on external support. This is the primary aim of institutional strengthening, which is a distinct area of work for SPO. The objectives of institutional strengthening are to enable SPO to enhance its own capacity and functional efficiency, to continue to adapt to changing external circumstances, and to maintain its services in development. Key concerns include enhancing the programme quality, scale and team; improving communications; enhancing internal efficiency; and increasing financial viability. Improvements are effected independently as well as with assistance from internal and external monitors.

The key event that took place in this area during the reporting period was a programme evaluation. Following are some of the excerpts from the monitors' reports:

SPO External Monitoring Mission Findings April - May 2003

- SPO has been very active in initiating, guiding and carrying through an intensive organizational change process which has had marked positive effects on the organization's motivation, capacity and performance
- SPO has transformed itself from the relatively staid organization to one that is eagerly embracing change and innovation. This is a positive development, and suggests that SPO has some of the essential characteristics to support its continued relevance and viability
- SPO is taking important actions to enhance the relevance of its programs and the organization itself. SPO's challenge is to pay sufficient attention to identifying and developing needed organizational capacities so that the quality of its programs and activities are not compromised
- In the past year SPO has undertaken several important and positive initiatives to improve how it plans, manages, monitors and reports on its programs. In our view, SPO would benefit from continuing to fine-tune these capacities, paying particular attention to those used to assess the feasibility of, and plan new, programs

Monitoring Mission carried out by Universal Management Group contracted by CIDA for SPO programme monitoring and technical assistance.

Royal Netherlands Embassy – Monitoring Mission May 26 –June 13 2003

- The mission has the opinion that the combination of the present devolution process, grounded on principles of good governance, with the results of NGOs such as SPO, is a unique fabric and opportunity to put GG really into practice. First positive results were observed in the field in the meeting with PDC (Participatory Development Coalitions), CBOs (Community Based Organizations), FDOs (Female Development Organizations) and councilors. Many newly elected councilors trained by SPO are determined to make GG a practice in the local bodies.
- SPO has proven to have a consistent approach for capacitating Pos and new leadership on the basis of the principles of GG. It has shown in - practice in Balochistan-that this will give unique opportunities to energize the Devolution Process from below, which is the only and effective

8.1 Governance

SPO's Board of Directors guided the organization at every step in reshaping and modifying its structure and programmes during the reporting year. The Board met five times to make decisions and provide inputs regarding policies and matters pertaining to the future programme direction, management structure, and strategies. The General Body met in December 2002 at the Annual General Meeting and again in June 2003 for an extraordinary session. A meeting of the Advisory Council was also held in August 2002.

8.2 Board's Self-assessment

SPO's Board of Directors underwent a critical self-assessment exercise in February 2003, a unique initiative for a non-profit Board in Pakistan. The aim was to clarify roles, duties, rights and responsibilities, i.e., authority and responsibility, between various organs of SPO, synthesise the Board's

good and bad experiences over the years, and extract lessons for the future. The one-day workshop was conducted by Mr. Mohammed Rafiq, a General Body Member of SPO and Country Representative of IUCN Pakistan.

8.3 Programme Reviews

The SPO Senior Management Committee (SMC), comprising of senior managers at the organization, held five meetings during the reporting period to operationalise management and programme plans.

SPO maintains the participatory approach of its programmes in its internal management as well, which means that special care is taken to take into account the opinions, suggestions and inputs of its staff members in its overall programme, policies and procedures. For this purpose, Programme Review Meetings are conducted at least twice a year. Sessions of external resource persons are also arranged to increase the knowledge base of the participants on issues concerning social development. Such Programme Review Meetings were held in September 2002 and May 2003. All programme staff shared information about their activities and discussed solutions to various issues. The meeting also served as a sound induction for new staff. Major issues discussed were revision of the DPM training contents, selection of partner organizations to serve as role models for other partner organizations of SPO, resource mobilization, and the new organizational structure. An impact assessment report on Social Sector Fund projects in Hyderabad, Turbat, Punjab, and NWFP compiled by SPO's central MER unit was also shared with the participants.

8.4 Organizational Restructuring

In June 2002, the SPO team began restructuring its programme and organizational set-up. To maintain full participation of the SPO team in this critical activity, all staff members were involved in the forward planning exercises. While the restructuring was implemented, the team was kept aware of the decisions being made at every step. The Chief Executive (CE) held individual meetings with all non-SMC staff at the National Centre and wrote a memo in Urdu to all support staff across SPO to take them into confidence. He maintained a constant contact with regional heads on proposed changes and was available to all staff for queries.

The CE prioritised four main areas for immediate improvement during the Forward Planning: management structure, communication strategy, fundraising strategy, and strategy for programme consolidation and quality improvement. Four committees, one for each component, were formed to review these areas and submit recommendations by the end of August 2002. Members of the committees were nominated from across the organization. It was decided that the Chief Executive would participate in all four committees. The recommendations of these committees were compiled into an Institutional Development Plan, a road map for SPO's next phase.

The Institutional Development Plan was implemented for one year on a test basis. It was revised in June 2003. Monitoring missions from CIDA, the Royal Netherlands Embassy (RNE), and the Rural Social

Development Programme (RSDP) played significant roles in identifying new directions for the programme, areas that needed more attention, and structures that needed modification. Organizational reforms were brought about with the help of a Change Management Task Team under Institutional Development Plan-II. The task team proposed two structures after consulting various stakeholders and invited the entire SPO team for comments and suggestions. Restructuring was then carried out at the National and Regional Centres.

Throughout this process, the Board of Directors thoroughly discussed each function and staff capacity at all levels and listed a number of concerns for the Chief Executive's consideration. After exhaustive deliberations, the Board unanimously approved the structure; compensation plan; and the revisions in Human Resource, Administration and Financial policies recommended by the Internal Auditor. The new structure will be implemented from the beginning of the next reporting year.

8.5 Programme Consolidation

In the reporting period, SPO's senior management focused mainly on building a long-term prospect of the organization's role and strategy. Several detailed consultation meetings were held at the national and regional centres. In order to streamline its programme for the future, SPO redefined its targets, outcomes and activities and formulated a new design for its programme.

8.6 Resource Mobilization

Consolidated Programme Proposal

Based on the new design for SPO's future programme, a consolidated proposal was produced and disseminated to current and potential donors. The monitoring mission from CIDA and evaluation mission from RNE added valuable insights to this business plan.

At the same time, SPO collaborated with different development stakeholders on a number of short-term programmes and projects, both to bring about the envisaged shift in its current programmes, and to mobilize resources for the organization. These ventures included:

Project Title/Description	Location	Project Period		Approved Value	Supported by
		Start Date	End Date		
Capacity Building for Good Governance	Turbat	1 Aug 2002	1 Jul 2004	CDN\$ 0.5M	Canadian International Development Agency
Tawana Pakistan	NWFP, Balochistan	5 Sep 2002	30 Jun 2005	Rs. 35.24M	Aga Khan University
Training of Partner Organizations of Trust for Voluntary Organizations	Balochistan, NWFP, Punjab, Hyderabad, D.I.Khan & NC	21 Mar 2003	30 Mar 2004	Rs 6.9M	Trust for Voluntary Organizations
Capacity building of local partners of Save the Children USA	NWFP, Sindh	15 May 2003	31 Oct 2004	Rs 4.6M	Save the Children USA
Gender Equality Project	Countrywide	1 May 2003	31 Jan 2004	Rs. 4.8M	Department for International Development UK

8.7 Application for No-Cost Extension

SPO also applied to CIDA and the European Union for a no-cost extension of its programme until 2004. The rationale for this extension is as follows:

- The extension will enable SPO to continue to carry out its activities to capacitate CBOs, WOs, and PDCs by the National Centre and by SPO Punjab;
- SPO will have an opportunity to fully prepare and upgrade itself for its next five-year plan;
- The extension will provide time for SPO to negotiate with potential donors and secure funding for the next five years; and
- NC and Punjab-based programme will be aligned with Turbat-based programme, which would provide technical backstopping and help monitor the Turbat-based Programme from the National Center in order to achieve the agreed results of the programme.

In another initiative to increase programme resources, SPO applied for tax exemption to the Pakistan Strengthening Participatory Organization (SPO)

Commission of Income Tax in February 2003. The organization is in the process of responding to queries and making required amendments in the Memorandum and Article of Association.

8.8 Establishment of Residential Training Facilities

A large part of SPO's resources is spent on the trainings it conducts for community-based organizations. SPO took a major step towards self-sustainability during the reporting period by establishing Training Sections at four of its regional offices. These institutes, which have been established in Hyderabad, Multan, D.I.Khan and Turbat, comprise of residential facilities attached with fully equipped training halls. This initiative has built SPO's assets and proved significantly cost-effective as all types of trainings can be conducted in-house.

8.9 Induction of Internal Auditor

To ensure internal accountability and make management and financial procedures more efficient and transparent, an internal auditor was recruited in March 2003. Notably, few other national level NGOs in Pakistan have an internal auditor.

8.10 Staff Development Activities

SPO has been consistently building the capacity of its staff in management and development. During the review period, specific development needs of the staff were identified and prioritised through a formal assessment. Trainers were trained to deliver the revised DPM module. Exposure visits were undertaken by six staff members to Sarvodaya, Sri Lanka and four staff members to Bangladesh Rural Advancement Committee (BRAC), Bangladesh. A one-day orientation workshop on Result-Based Management (RBM) was conducted at each regional office to enable monitoring beyond activities. In this workshop, the programme staff were informed that the purpose of the follow-up of DPM workshops has been revised by expanding its scope from replication of DPM learning to developing an action plan to achieve outcomes.

In addition, new staff underwent different trainings and exchange visits within and outside SPO to gain skills relevant to their positions.

Moreover, decentralization of SPO's regional centres was fully realized and their management is now functioning effectively with a high degree of autonomy.

8.11 IT at SPO

The review period was marked by some major improvements in the IT system at SPO. With the efforts of the SPO NET Administrator, an exchange server was installed at the National Center through which e-mails are maintained in-house. The network was shifted from dial-up system to the Digital Subscribe Line (DSL), which provides a comparatively faster connection on the Internet. Due to this facility the programme staff at the National Center has quick and wider access to information available on the net. Moreover e-mails are sent and received more easily, considerably increasing communication between the regional offices and the National Center. The Local Area Network (LAN) has expanded from 15 to 22 nodes at the National Center, while at SPO Turbat office it has substantially improved since networking was done there by the network administrator in October 2002 .

STRENGTHENING PARTICIPATORY ORGANIZATION NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2003

	2003 Rupees	2002 Rupees
4 AMOUNT RECEIVABLE FROM COMMUNITY BASED ORGANIZATIONS - UNSECURED CONSIDERED GOOD		
Disbursements upto the year end	5,670,974	4,689,294
Less: Recoveries upto the year end	(540,100)	(251,800)
Transferred to current maturity	(730,220)	(1,219,600)
	(1,270,320)	(1,471,400)
	<u>4,400,654</u>	<u>3,217,894</u>

4.1 These receivables are pursuant to the Community Development objects of the company and carry no interest.

5 INVESTMENTS	Note	2003 Rupees	2002 Rupees
Available for sale			
National Investment Trust (Units)- At cost		3,771,000	-
Unrealized gain on remeasurement to fair value		288,000	-
		<u>4,059,000</u>	<u>-</u>
6 ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES			
Advances to staff - considered good		289,274	533,619
Others advances - considered good		-	182,026
Security deposits		122,000	-
Prepayments		1,067,896	627,308
Tax deducted at source		876,442	840,000
Interest receivable		609,689	275,405
Receivable from Rural Social Development Programme		206,866	-
Receivable from Co-Water International		365,769	-
Other receivables	6.1	2,428,050	672,557
		<u>5,965,986</u>	<u>3,130,915</u>

6.1 These include inter-regional balances and training unit current accounts aggregating Rs. 2,316,430 which could not be netted off on consolidation.

7 CASH AND BANK BALANCES		2003 Rupees	2002 Rupees
Cash in hand			70,000

	62,381	
Cash in transit	766,000	-
Cash at bank:		
-on current accounts	8,286,581	13,676,262
-on PLS accounts	4,096,149	20,119,006
-on deposit accounts	20,000,000	14,000,000
	32,382,730	47,795,268
	<u>33,211,111</u>	<u>47,865,268</u>

8 ACCRUED AND OTHER LIABILITIES

Creditors	520,000	-
Accrued expenses	1,587,681	1,127,817
Provision for tax	600,000	600,000
Withholding tax payable	90,637	19,169
Payable to Provident Fund	898,744	117,709
Other payables	63,349	-
	<u>3,760,411</u>	<u>1,864,695</u>

9 DEFERRED GRANTS

Opening balance	13,766,043	13,441,917
Add: Assets purchased during the year	5,435,072	4,319,171
Less: Depreciation for the year	(2,342,345)	(2,179,410)

		3,092,727	2,139,761
Less: Adjustment on account of insurance claim etc.		-	(1,815,635)
		16,858,770	13,766,043
10 INCOME			
Grants / donations received	10.1	87,615,958	68,564,181
Other receipts	10.2	3,390,802	4,338,579
		91,006,760	72,902,760
		2003	2002
		Rupees	Rupees

10.1 GRANTS / DONATIONS RECEIVED

United Nations Children Education Fund (UNICEF)	1,344,280	506,000
Canadian International Development Agency (CIDA)	37,966,471	21,562,278
European Commission (EC)	17,225,651	22,246,542
United Nations Development Programme (UNDP)	2,610,230	932,175
Department For International Development (DFID)	1,072,743	549,000
Action Aid-Pakistan (AAP)	2,673,980	5,768,844
Royal Netherlands Embassy	11,275,708	16,916,218
Individual Philinthropist	-	46,280
Emergency Relief Fund	6,396	36,845
Trust for Voluntary Organizations (TVO)	3,455,800	-
Gender Equality Project	1,080,552	-
Save the Children USA	697,245	-
Tawana Pakistan Project		-

8,206,902**87,615,958****68,564,181****10.2 OTHER RECEIPTS**

Interest on deposits / PLS accounts

- Restricted funds **258,104** 1,232,966- Unrestricted funds **568,904** 613,775Services provided / monitoring charges **1,481,371** 156,898

Profit on sale of fixed assets - 322,001

Claim received from insurance company - 1,815,635

Unrealized gain on remeasurement of investments to fair value

288,000 -

Income from training units

2,442,422 -

Less: Expenses incurred on training

(1,692,999) -**749,423** -

Miscellaneous receipts

45,000 197,304**3,390,802** **4,338,579****11 PROGRAMME EXPENSES**

Staff costs 11.1 & 13.1

25,376,188 19,721,835Travelling and conveyance **6,519,958** 3,123,234Vehicle running and maintenance **3,242,535** 3,193,241Office supplies **316,183** 451,125Resource materials and publications **3,142,181** 1,184,431Training and development **7,229,808** 5,532,146Monitoring, evaluation and reporting **2,520,916** 1,728,328Maintenance and renovation **130,490** 69,430**48,478,259** **35,003,770**

- 11.1** This includes Rs. 1,641,873 (2002 : Rs 1,399,479) on account of aggregate remuneration of the Chief Executive.

2003	2002
Rupees	Rupees

12 DISBURSEMENTS FROM FUNDS MANAGED ON BEHALF OF OTHER ORGANISATIONS

UNICEF - Early Child Care Development	977,127	557,796
CIDA-Bolan District	442,740	1,134,203
Department For International Development - Amal project	1,107,400	1,590,065
United Nations Development Programme (UNDP)	2,879,587	284,418
Individual Philantrapoist	-	46,280
Embassy of Japan	-	6,307
Actionaid Pakistan	2,609,505	3,505,138
Trust for Voluntary Organizations (TVO)	988,375	-
Tawana Pakistan Project	6,462,379	-
Emergency Relief Fund (ERF)	100	-
Save the Children - USA	34,862	-
IUCN Gilgit	-	67,008
	<hr/> 15,502,075 <hr/>	<hr/> 7,191,215 <hr/>

13 ADMINISTRATIVE EXPENSES

Staff costs	13.1	2,166,099	2,316,691
Travelling and conveyance		11,293	26,630
Telephone and postage		2,845,599	1,722,468
Vehicle running and maintenance		536,681	383,956
Office rent		2,008,990	1,885,540
Utilities		1,440,076	1,057,629

Maintenance and renovation	1,742,931	401,242
Office supplies	1,448,005	948,645
Legal and professional charges	324,685	352,612
Audit fee	80,000	80,000
Publicity and promotion	458,204	309,312
Miscellaneous expenses	356,965	187,967
	13,419,528	9,672,692
Add : Depreciation	3,174,251	2,343,676
	16,593,779	12,016,368

13.1 These include Rs.1,984,783 (2002: Rs.1,771,292) charged on account of staff retirement benefits.

14 Total number of employees as at 30 June 2003 was 129 (2002: 82).

16 TAXATION

Provision for taxation has not been made in these accounts as in the opinion of the management, the company is not subject to tax and accordingly income tax returns are not being filed with the tax authorities. The company has filed an application with the tax authorities for acknowledgment of its status of a 'non-profit organisation'.

17 INTEREST RATE RISK MANAGEMENT

17.1 The financial liabilities of the company aggregated to Rs.3.16 million (2002: Rs.1.86 million). These liabilities are non-interest bearing.

17.2 The financial assets of the company aggregated to Rs.46.4 million (2002: Rs.54.8 million) out of which financial assets amounting to Rs. 28.28 million (2002: 34.11 million) carry interest ranging from 2.25% to 5.68% per annum.

18 FAIR VALUE OF FINANCIAL INSTRUMENTS

There are no material adjustments required to state financial instruments at their fair value.

19 CREDIT RISK MANAGEMENT

The company controls its credit risk by the following

methods:

- (i) Monitoring of the debts on continuous basis.
- (ii) Legal notices and follow-up.

20 COMMITMENTS

During the year 2002-2003 the Board of Directors approved eighty three projects for Rs. 24.03 million of which the company's contribution of Rs. 20.86 million is spread over two years. With the approval of these projects the company has committed an aggregate of Rs. 87.08 million out of which commitments outstanding as at June 30, 2003 amounted to Rs.35.27 million (2002: Rs. 23.21 million).

21 GENERAL

- 21.1** Figures have been rounded off to the nearest rupee.
Corresponding figures have been rearranged wherever necessary, for the purposes of comparison.
- 21.2** However
there were no major re-statements.

ISLAMABAD

CHIEF EXECUTIVE

CHAIRPERSON

SPO Board Members

Ms. Tahira Abdullah

Syed Abid Rizvi (Vice Chairperson)

Ms. Rukhshanda Naz

Ms. Ferida Sher

Dr. Prof. Karamat Ali (Chairperson)

Ms. Sadiqa Salahuddin

Mr. Mohammad Amin

Ms. Zeenat Yaquob Yousafzai

Mr. Waris Khan

Dr. Tufail Mohammad

Mr. Mohammad Riaz Gondal

Mr. Javed Jabbar

Mr. Noor Ahmed Nizamani

Mr. Harris Khalique (Chief Executive)

NATIONAL CENTRE

1	Harris Khalique	Chief Executive
2	Gul Mohammad Mastoi	Deputy Chief Executive
3	Rehana Khilji	Programme Manager-G&CBRC
4	Muhammad Zubair Kiyani	Manager Finance & Resource Mobilization
5	Mian Bilal Naqeeb	Manager Monitoring Evaluation & Research
6	Aaref Farooqui	Manager, Human Resource
7	Shahid Mehmood	Internal Auditor
8	Mukhtiar Ahmed Chhargari	Programme Specialist, G&CBRC
9	Nighat Razaq	Programme Coordinator, Project Monitoring & Evaluation
10	Rizwan Mehmood Sheikh	Programme Coordinator, CA & LIS
11	Maliha Shamim	Programme Coordinator, Research & Publications
12	Riazat Hussain	Programme Coordinator, Communications
13	Farooq A. Malik	Coordinator, General Administration
14	Uzera Nishat	Coordinator, Finance
15	Fakhar-ud-din Razi	Section Head, SPONET
16	Roland Williams	Front Desk Administrator
17	Tahir Rizwan	Finance Administrator
18	Sidney Sams	Executive Programme Assistant
19	Shabana Zafar	Programme Assistant, G&CBRC
20	Usman Bin Tahir	HR Assistant
21	Shahid Mehmood	Maintenance Person
22	Muhammad Khalid	Senior Driver
23	Muhammd Arif	Senior Driver
24	Haji Muhammad Mushtaq	Driver
25	Muhammd Riaz	House Keeper
26	Usman Ghani	Chowkidar/Gardener
27	Muhammad Sher Khan	Chowkidar
28	Mukhtar Masih	Cleaner

QUETTA

29	Zafar Zeeshan	Regional Director
30	Yasmeen Noor	Programme Coordinator-CB
31	Muhammad Younas	Programme Coordinator-Projects
32	Nosheen Qambrani	Programme Coordinator-CB
33	Khawaja Sameeullah	Section Head, Finance & Administration
34	Kathy Javed Gill	Office Assistant
35	Jehanzeb Malik	Finance Assistant
36	Ihtesham-ul-Haq	Driver
37	Fazal-ur-Rehman	Driver

PESHAWAR

38	Arshad Haroon	Regional Director
39	Zarqa Iqbal	Programme Coordinator, CB
40	Fatima Sardar	Programme Coordinator, Projects
41	Sarwat Jehan	Programme Coordinator, CB
42	Shahid Mehmood	Programme Coordinator-CB
43	Mateen Khan	Section Head, Finance & Administration
44	Aliya Jabeen	Office Assistant
45	Muhammad Sohail Khan	Finance Assistant
46	Ibad-ur-Rehman	Driver
47	Farmanullah Jan	Driver
48	Muhamamd Ihsan	Driver
49	Gul Abbas Shah	Chowkidar
50	Irshad Ali	Chowkidar

MULTAN

51	Ghulam Mustafa Baloch	Regional Director
52	Shahnawaz Khan	Programme Coordinator, CB
53	Feroza Zahra	Programme Coordinator, CB
54	Abdul Rasheed Abbasi	Programme Coordinator, Projects
55	Gul Sadia Altaf	Programme Coordinator, Projects
56	Javed Iqbal	Section Head, Finance & Administration
57	Ghulam Rasool	Office Assistant
58	Jamshaid Iqbal	Programme Assistant
59	Ayesha Majeed	Finance Assistant
60	Shabir Ahmed	Driver
61	Raja Mohammad Basheer	Driver
62	Shaukat Ali	Driver
63	Hassan Buksh Bhatti	Chowkidar
64	Imam Baksh	Chowkidar

HYDERABAD

65	Noor Mohammad	Regional Director
66	Muhammad Shakil Munawar Abro	Programme Coordinator, Projects
67	Shama Sheikh	Programme Coordinator, Projects
68	Raheema Panhwar	Programme Coordinator, CB
69	Shazia Junejo	Programme Coordinator, CB
70	Kulsum Shams	Section Head, Finance & Administration
71	Ali A. Daudpota	Office Assistant
72	Meer Mohammad	Programme Assistant
73	Shagufta Daudpota	Finance Assistant
74	Shahzado Jakhrani	Driver
75	Muhammad Mithan	Driver
76	Muhammad Ayub	Driver
77	Sher Muhammad	Chowkidar

TURBAT

78	Munir Ahmed Gichki	Programme Manager
79	Nasreen Ghulam Nabi	Programme Coordinator, CB
80	Abdul Qadir Roonjah	Programme Coordinator-DA5
81	Mansoor Ahmed	Programme Coordinator, Governance
82	Nasir Ali Sajjad	Programme Coordinator, GRC
83	Mehrab Ali	Social Organizer-DA5
84	Durdana Qadir	Social Organizer, CB
85	Mahrung Karim	Social Organizer, CB
86	Abdul Wahab	Regional Office Administrator
87	Tanvir Ahmed	Office Assistant
88	Noor Bakhsh	Programme Assistant
89	Bashir Ahmed	Driver
90	Mohammad Moosa	Driver
91	Mohammad Murad	Driver
92	Mohammad Murad	Chowkidar
93	Ali Ahmed	Chowkidar

D.I.KHAN

94	Muhammad Ijaz Qasim	Programme Manager
95	Mehwish Bibi	Field Officer
96	Wissal Bibi	Regional Office Administrator
97	Muhammad Jehangir	Driver cum Chowkidar
98	Mohammad Ali	Chowkidar

ECCD

99	Ummara Zaibi	Project Coordinator
100	Ihtesham Saleem	Field Facilitator
101	Pervaiz Khan	Driver

TAWANA PROJECT

102	Hina Ambreen	Project Coordinator (PEW)
103	Kohla Gul	District Coordinator
104	Asiya Faqir	Training & Monitoring Officer
105	Syed Mumtaz Sherazi	Training & Monitoring Officer
106	Shehzada Fazaldin	Data Entry Officer
107	Mohib Hussain	Chowkidar
108	Qadir Baksh	Chowkidar

TAWANA PROJECT, KARAK

109	Nawaz Afridi	District Coordinator
110	Shazia Sarwar	Training & Monitoring Officer

111	Ismat Majeed	Training & Monitoring Officer
112	Mohammad Saadat Khan	Coordinator Finance & Administration
113	Mohammad Nadeem	Data Entry Officer
114	Safiullah	Chowkidar
115	Mumtaz Ali	Chowkidar

TAWANA PROJECT, GAWADAR

116	Majid Sohrabi	District Coordinator
117	Husna Bibi	Field Worker
118	Fazeela Bibi	Field Worker
119	Hameeda Bibi	Assistant Field Worker
120	Naheed Bibi	Assistant Field Worker
121	Mohammad Akram	Office Assistant
122		Driver
123		Driver
124		Chowkidar

TAWANA PROJECT, ZHOB

125	Murad Mian Khel	District Coordinator
126	Samina Latif	Field Worker
127	Abida Khanum	Field Worker
128	Farheen Gul	Assistant Field Worker
129	Irshad Amanullah	Assistant Field Worker
130	Mohammad Iqbal	Office Assistant
131	Mohammad Sarwar	Driver
132	Abdul Ghaffar	Driver
133		Chowkidar