

Annual Report 2010-2011

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Message from the Chairperson

From the Chief Executive

Democratic Governance

Since its inception Pakistan has mostly been ruled by undemocratic forces. Therefore, its state structure lacks mechanism that ensures people's participation on issues pertaining to governance. Absence of strong participatory mechanism in the governance structure has led to marginalization of certain segments in the society. Through its Democratic Governance programme, SPO endeavors to bring marginalized communities in the mainstream of decision making processes. This mainstreaming paves the way for the next stage of rights' proclamation, from policy and decision making institutions.

The Democratic Governance programme aims at enhancing capacity of community organizations and public interest institutions to exercise and promote democratic governance and structures at all levels. This is achieved through extensive and sustained political education through the Civil Society Networks. Education and training delivered enables and encourages people to participate at fullest in all forms of voluntary activities for social development. Youth, the most vibrant section of society, is also engaged and mainstreamed in social and political processes through this programme.

ACTIVITIES

SPO's initiatives under the Democratic Governance programme resulted in formation of 684 Partner Organizations (POs), which were mobilized through *rights-based political education*. During the reporting period, 9 workshops were organised on *Democratic Governance* and *Human Rights*. Partnership agreements were signed with 5 new POs. Support was extended to 107 POs to conduct various awareness raising and advocacy events. Financial assistance was extended to 62 POs to plan and undertake self initiatives to address pertinent local issues at the community level under the "Chotti Funding" scheme.

Under the political education component of our core programme, activists of the selected political parties from 40 districts were sensitized on citizen rights, electoral processes and public influence. These political activists were provided necessary technical assistance to form District Steering Committees (DSCs) and joint action forums of the mainstream political parties at the district level. The DSC members were given three trainings on Human Rights and seven trainings on Democratic Governance to build their capacities and sharpen their skills in order to identify prevalent issues in their constituencies. Subsequently, the capacitated DSCs members undertook and devised numerous advocacy campaigns to highlight and address the identified issues. Necessary technical assistance was provided to DSCs to undertake 106 different events at the district level. These events included seminars, meetings, group discussions and consultative dialogues on public policy, human rights and rights-based development.

Partner Organizations were provided nine trainings on organizational management and 15 trainings on sectoral planning and management, to increase their institutional capacities in order to transform them into sustainable, transparent and accountable organizations. Mentoring services were provided to six organizations to help them develop and implement in-house systems for improved financial and human resource management, and adopt a comprehensive monitoring and evaluation mechanism. Furthermore, under the Democratic Governance component, political steering committees were created that comprise of men and women representatives from all mainstream political parties, to serve as influential public opinion forums.

A summary of achievements under the programme of Democratic Governance is given in the table below:

Activities	Unit	Total Achieved till June 2011
Increased sensitivity of community institutions on democratic governance with ability to undertake awareness and knowledge-based programmes for equal rights		
Identify new partner organizations/review of partnership plan with existing partners	Pos	684
Develop PP, form PO cluster/undertake initial CBI assessment	Pos	93
Training on human rights	Workshops	31
Provide support for events of awareness raising/advocacy	Events	989
Provide financial assistance to support self initiatives to be planned and implemented by POs (Chhoti Funding)	Chhoti Funding	589
Training on democracy and good governance	Workshops	41
Increased maturity of community organisations in setting up and practicing transparent and accountable systems		
Training in Organization management	Trainings	46
Tailored courses for sectoral planning and management	Workshops	24
Provide support in developing policies, procedures and financial and M&E systems	Pos	15
Enhanced capacity of political workers at district level to undertake gender and local development issues within party and other stakeholders		
Mobilize and engage political parties	4 PP/district	61
Develop partnership plan (with political leadership)	Seminar	48
Training on human rights	Workshops	29
Provide support for events	Events	274
Training on Democracy and good governance	Workshops	46

Social Justice

A complex interplay of several political and institutional forces, cultural and socio-economic factors play a role in the level of social justice in society. Hence, to achieve social justice it is imperative to remove the hindrances that create problems and subject people to injustices. True to its mission of establishing a socially just society, SPO has initiated a Social Justice Programme. The programme intends to establish and strengthen community-rooted mechanisms in order to secure the wellbeing of people, irrespective of caste, creed, ethnicity or sex, by improving their quality of life. The aim of the programme is to support mechanisms, largely in the public sector and those devised by civil society in the areas of basic education, primary healthcare, livelihood support to women, and relief and rehabilitation after natural disasters in areas where SPO works.

SPO's work is geared towards producing a critical mass by supporting grassroots level of movements and interest based groups. In the particular social milieu and cultural ethos of Pakistan women folk do not enjoy the equality and equity. In order to achieve equal status and quality living conditions for the marginalised sections and communities of society, collective action is indispensable. For that purpose SPO formed different groups in the shape of women groups, Health and Education Monitoring Committees, networks, organisations and mobilise them to bring their concerns to the corridors of policy and decision making forums.

ACTIVITIES

During the reporting period 3 mid-level NGOs were assisted to undertake research on primary education and health in their respective constituencies. Existing health and education plans of 16 districts were reviewed, and necessary feedback was provided to their respective districts for redressing and/or improving these plans. In view of the research findings, 74 different advocacy events were carried-out with an aim to mobilise relevant stakeholders for improving health and education sector service delivery systems in the target districts. Health service improvement plans were developed and implemented at 60 Basic Health Units (BHUs). Education service improvement plans were developed and implemented at 65 primary schools. Various networking events were conducted in 17 districts to develop linkages with organizations and networks already working on health and education sector. Education and health monitoring committees have been created and strengthened in 16 districts both at district and union council levels. These committees were formed and are further being trained and mentored by mid-level partner NGOs.

Since programme inception, 135 women Local Resource Persons (LRPs) have been selected and trained by SPO. The trained LRPs, under the supervision of SPO's regional implementation arms, created women groups in their respective constituencies and mobilized local women to organise themselves under and voice their concerns through these women groups. LRPs have taken up the role of frontline flag carriers of SPO's core programme in rural settings, and, are currently running 135 REFLECT Circles. Under the supervision of SPO's regional implementation arms, the LRPs planned and implemented 213 literacy/skill development programmes with their respective women groups. Seven trainings on gender issues and ending Violence Against Women (VAW) were conducted during the current reporting period. In addition, SPO helped develop business plans for, and provided livelihood grants to 21 women groups.

To address the issue of Violation Against Women (VAW), 14 orientation and consultative meetings were conducted with Masalihati Anjumans. 72 linkage development events were conducted with an aim to cultivate linkages with government line agencies, police officials, peer organizations, local social and religious leadership, and other civil organizations and activists. In addition, Women groups conducted 36 campaigns in their respective constituencies to seek an end to VAW.

A cumulative summary of achievements under the programme of Democratic Governance is given in the table below:

Activities	Unit	Total Achieved till June 2011
Enhanced ability of education and health monitoring committees to ensure the provision of quality services at district level		
Heath		
Develop Partnership Plan with local mid-level NGO for Health Services Improvement Programme	Districts	16
Conduct research on issues related to primary health conditions at district level	District	18
Review district health plans and provide feedback to district government in the light of research findings	Annual	32
Conduct awareness and advocacy campaigns with key stakeholders for the improvement of health conditions	-	123
Strengthen Health Monitoring Committees	Trainings	37
Develop and Implement programmes for improvement of BHUs services	Lump sum	155
Produce and disseminate awareness material on health issues	Material	21
Develop linkages with organizations and networks working in health	Events	24

Education		
Develop Partnership Plan with local mid-level NGO for improving quality of primary education	Districts	20
Conduct research on issues related to primary education at district level	District	16
Review district education plans and provide feedback to district government in the light of research findings	Annual	28
Conduct awareness and advocacy campaigns with key stakeholders for the improvement of primary education	Quarterly	77
Strengthen Education Monitoring Committees	Trainings	22
Develop and Implement programmes for facilities at selected primary schools	Lump sum	152
Produce and disseminate awareness material to promote education for all	Material	17
Develop linkages with organizations and networks working in Education	Events	20
Women groups are formed and organized for collective actions to achieve their equal social status and quality living conditions		
Identification and selection of local resource person in each village	Communities	140
Training of trainers of female local resource persons	Trainings	13
Plan and implement literacy/skill development programmes with women groups through local resource person (female)	Support for literacy/skill	562
Mobilize and form women groups	Pos	130
Training in organizational and financial management	Trainings	15
Livelihood support (Small Grants)	Lump sum	161
Training on gender and violence against women issues and advocacy/lobbying techniques	Trainings	20
Orientation meetings with MasalihatiAnjumans on Gender Discrimination and VAW	Meetings	58
Linkages with key institutions/police for improved mechanisms for access to justice	Events	158
Design and implement campaign ending violence against women	Events	185
Annual review meeting and progress reporting	Meetings	23

Peace and Social Harmony

Pakistan is a culturally, racially, linguistically and religious heterogeneous country. For a prosperous and peaceful society it is indispensable to create harmonious modus vivendi for

cultures and denominations that inhabit the variegated cultural tapestry of Pakistan. Realizing the importance of social harmony in a multi-cultural society SPO has embarked upon a programme of “Peace and Social Harmony”.

The Peace and Social Harmony Programme encourages civil society networks, faith-based organizations and groups, representing a wide range of stakeholders, to jointly participate in decision-making processes for the protection of basic rights irrespective of religious, language, ethnicity and class differences. The programme is based on building social harmony among diverse groups to share and understand each other’s point of view and respect differences. Major challenges include the rising sectarian differences and inter-provincial harmony. ‘Politics of Consent’ will be encouraged resulting in informed, thoroughly debated, and positive public and policy messages of awareness raising and advocacy.

This programme aims at building capacity and empowering CSNs and communities around social harmony and peace, with a focus on restoring social harmony and building a culture of peace and participation, while partnering with all local stakeholders in the development process.

ACTIVITIES

The CSNs in 40 target districts were provided with necessary technical and financial assistance to build their capacities for planning, designing and undertaking advocacy campaigns and seeking linkages with civil society activists and institutions. Partner CSNs have been building linkages with other civil society organizations such as associations, trade and labour unions, NGOs, and other development organizations etc. to address the local social development issues through collaborative efforts with the belief that a collective approach will yield a more widespread and long-lasting impact.

In order to harness peace and harmony between various factions within their constituencies, the CSNs organised 64 cultural events. These events were largely attended by a diverse group of people including political, social and religious leadership, representatives of associations and unions, and members of local youth, women and minorities. In order to voice the most common concerns of the local communities, CSNs conducted 62 different events including seminars, consultative workshops, dialogues and debates. These events were attended by member of mainstream political parties (including leadership), representatives of the civil

society organizations including media, associations and trade unions, members of the community and officials from the government line agencies.

During the reporting period, 61 CSNs, constituting key stakeholders (CBOs, NGOs, associations and unions, forums of intelligentsia, political parties, and local opinion makers etc.), were formed and strengthened in the target districts. The CSNs provide a platform for stakeholder mobilization for resolution of pertinent issues at the district, provincial and national levels. SPO provides institutional support and technical assistance to CSNs to advocate for, and address the prevalent socio-economic and political issues of their constituencies. In this regard, capacities of 61 CSNs were enhanced during the quarter through provision of trainings on different HR issues including rights of women and minorities, education and health facilities, democratic governance, role of district government and government line agencies, infrastructure development, labor rights, voter and birth registration, consumer act and role of consumer courts etc. The CSNs were then provided assistance in identifying the key rights-based issues prevalent in their area; subsequent to which action plans were developed to advocate resolution of these issues.

During the current reporting period, CSNs conducted numerous stakeholder meetings and development lectures to increase awareness about the rights-based issues prevalent in the society. As per the action plans, numerous socio-economic issues were taken up by CSNs in different regions. Through these events, the community members and key stakeholders were mobilized and encouraged to join the civil society networks in order to address the local issues. In this regard, various community organizations including CBOs, NGOs, WOs, minority organizations, labor unions, trade unions and other organizations working to address the social issues e.g. Rickshaw Association, Theater Groups, Pakistan Medical Association, etc., have joined CSNs in quite a few target districts.

Activities	Unit	Total Achieved till June 2011
Increased participation of civil society groups in policy development, feedback and alternative solutions		
Form and strengthen civil society networks at district level	Inst. Support	172
Mobilize different development stakeholders including LG, academia, media, CS, youth, trade unions etc.	Stakeholders' meetings	210
Provide Technical and financial assistance in developing and implementing cultural programmes and peace dialogues with diversified groups	-	246
Provide technical and financial assistance for organizing lectures of development issues	-	219
Information dissemination to Pos on regular basis	-	56
Increased capacity and participation of SPO and its partners' civil society groups in policy development, feedback and alternative solutions		
Select and priorities policy issues as per local context to be reviewed and responded	Six monthly Collective Meetings	21
Conduct dialogues to review policies and provide alternate solutions to government in policy making at district level	-	139
Conduct dialogues with provincial government on policy issues and implementation mechanisms	Provincial Dialogue	22
Conduct dialogues with federal government on policy issues and implementation mechanisms	National Dialogues	5
Advocacy/lobbying with parliamentarians on policy conflicts	Meetings	21

SPO's Special Projects

SPO has a component of Special Projects (SP) which addresses the issues that lie outside the purview of its core programme. These projects fulfill a specific need and allow SPO to focus on key areas, such as basic education, primary health care, community infrastructure, livelihood improvement and strengthening democracy, etc. The special projects also manages emergency and humanitarian programme of SPO, and undertakes both short and long term programmes that primarily contributing towards overall goals and objectives of the organization. The major

thematic areas for special projects are Disaster Risk Reduction (DRR), humanitarian response, climate change, livelihood, education and human rights. SPO's responsiveness also goes beyond its regular programme. For example, it has established a humanitarian response component under the special project section. Through this component it deals with disaster and emergency situations. Many of SPO's special and humanitarian projects in rural areas have targeted some of the most marginalized segments of the population.

1. Human Rights Project

The CARE International funded project titled "Promoting Human Rights and Fundamental Freedoms in Pakistan" being implemented by SPO is a three year project. Currently it is running in its second year starting from 01st February, 2011 to 31st January, 2012 (Phase II).

The project is targeted at the community (men, women and youth), representatives of the district governments, civil society organizations including NGOs, media, legal community and the policy makers. The project is being implemented in districts Rahim Yar Khan, Muzaffargarh and Rajanpur of Punjab, districts Shahdadt, Ghotki, and Dadu of Sindh, districts Mansehra and Abbottabad of KPK, and districts Naseerabad and Jafferabad of Baluchistan.

The highlighting activities of the project include establishment of 10 HRF (Human Rights Forum), 10 activities under joint actions by HRF member organizations to address Human Rights violations.

The following are the detail of project beneficiaries for phase-II:

- Around 2055 men and women sensitized on human rights issues, and educated on access to information and freedom of expression through community based events
- 1000 students of high schools and colleges have enhanced understanding of fundamental human rights
- 70 HRF members trained on human rights

2. Anti-Torture Project

The three year OGB funded project "Ending Torture and ill-Treatment of Women in Police Custody" was initiated in February 2011 in 12 districts of Punjab and Sindh. SPO will be implementing the project in district Lahore, Rawalpindi and Islamabad.

The overall objective of this intervention is to create awareness and improve the observance of women's human rights in Pakistan through supporting civil society actions aimed at the **prevention** and **eradication** of torture and ill treatment and assisting women torture survivors in their rehabilitation into society. The project focuses on working in close coordination with law enforcement agencies, shelter homes and Dar-ul-aman in all targeted districts.

So far SPO held Orientation Meetings with key stakeholders in all the three Districts. In total 16 orientation meetings in three districts were conducted during the reporting period. Enabling the project staff to sensitize key stakeholders about the project and construct linkages for future implementation. These meetings enabled project team to identify 10 police stations in each district for intervention and defining the contours of Core Groups.

A total of four trainings have been conducted. A total of 36 police officials, 4 Jail Officials, 6 Shelter Home Officials and four Civil Society representatives have been trained so far.

SPO celebrated the Anti Torture week with visiting 20 police stations and three Shelter Homes in the three Districts. 500 hygiene kits were distributed during these visits. Moreover, the target group was made aware of the obligations imposed by CAT ratification.

Also, SPO in collaboration with OGB and SAP-PK arranged for an orientation visit to Shelter Homes and Jails of six Districts in the province of Punjab. A group of eight representatives from the three mentioned organizations went to eight sites in the six districts. Based on their data collection from these site visits a report of the overall situation of the women in custody was made possible.

Based on the findings of Orientation Visits to six districts, SPO arranged a culmination seminar on 27th June 2011 at Islamabad. The purpose of the activity was to share the findings with a larger audience and get the feedback from Police and Social Welfare Departments. Around 100 people participated in the seminar and SSP (HQ) Islamabad Police responded to the queries of the participants.

3. Earthquake Reconstruction Project

The CIDA funded project titled “Earthquake Reconstruction Program” implemented by SPO and Oxfam GB has concluded, completing tenure of three and a half year from May 2008 – August 2011.

During the “FLASH FLOOD OF JULY 2010”, the infrastructures reconstructed and rehabilitated under the project were badly damaged in district Neelum particularly. In order to meet needs of the affected communities in post flood scenario the project’s no cost extension for the period from January – July 2011 was acquired.

The project was implemented in district Bagh, Haveli and Neelum with focus on four major components namely Education, Livelihood, Disaster Risk Reduction, and Health with gender and Violence against Women (VAW) as cross-cutting themes.

The highlights of project achievements are mentioned below:

- Combining infrastructure improvement and livelihood support with protection and women’s rights issues allowed easier communication and acceptance of sensitive issues
- Community members divided along political lines came together on one platform for collective action. People are now willing to pool resources. They have provided voluntary labour for demo micro-infrastructure
- Those trained in first aid are confident of the newly acquired skills can be put to use in times of crisis. They are already using those skills in the neighbourhood and at home
- Training in DRR and Evacuation Drills helped during 2010 floods
- Many women who have attended ALCs report greater awareness of how to evacuate to safe locations if a disaster strikes
- In most villages, agricultural demo plots being replicated or people expressing willingness to replicate. Better utilization of land witnessed and some farms have switched to multiple cropping for the first time
- Women who would otherwise take no interest in educating girls beyond the primary or middle level are willing to send their daughters to high school
- *In village MalkSawanj, District Bagh, the CO managed to get a primary school upgraded to “high” level using contacts with different political parties and secretary education in Muzafarabad.*

Through this programme SPO has reached out to the beneficiaries in AJK.

Direct Beneficiaries

Sr. no	Project Interventions	Beneficiaries (Individuals)
01	Village Disaster Management Plans	43,910
02	Livelihood Provision	10,720
03	Capacity Building of Community	10,533
04	Water Infrastructure improvement	20,330
05	Mitigation Activities (Gabion/Retaining walls)30 schemes benefitting	1,496
06	88 Women Adult Literacy Centers	1,760
07	Health Interventions	13,787
08	Improved community access	23570
09	Disaster preparedness Trainings/Sessions	4,505
10	02 Schools Rehabilitated	300 Children

4. EVI Project Phase II

The ICMC funded project “Access to Services and Protection for EVIs in Northern Pakistan Phase-II” is being implemented in Mansehra (Khyber Pukhtoon Khwa), Muzaffarabad and Hattian District (Azad Kashmir). SPO is working in partnership with ICMC in district Muzaffarabad and Hattian.

The initiatives carried forward under this project were specifically sensitive to the needs of Extremely Vulnerable Individuals (EVIs) and Families (EVFs) and targeted the most neglected and remotecommunities based in Mansehra and Muzaffarabad districts.

The project focuses on supporting local organizations for sustainable initiatives for local development which are sensitive to the needs of EVIs and EVFs. The project envisions to strengthen marketable skills of EVIs to increase their employment opportunities and facilitate their socio-economic empowerment, while also improve awareness on EVI rights, GBV and protection related issues, while providing mechanisms enabling EVIs to access social services.

During this year the following interventions were undertaken:

- 2 LSO established
- Employment opportunity study conducted utilizing tools such as FGD and household survey
- Value chain analysis research completed
- Trainings related to marketable skills and value chain conducted
- Exposure visit for community
- 52 community members received vocational training
- Community infrastructure schemes identified
- Village Development Plans revised with new action plans

- Workshop on GBV and EVI rights conducted with community participation

5. FAFEN Project

For improving governance and public policy infrastructure in Pakistan, SPO in support with The Asia Foundation (TAF) and Free and Fair Electoral Network Pakistan (FAFEN) is carrying out a 4 year duration project in selected districts of Punjab and Baluchistan. The main objectives of this project is to increase political awareness; enhancing implementation of governance infrastructure; monitoring functioning of government institutions as well as creating liaison between public institutions and ordinary citizens.

During the reporting period, 437 male and females active volunteers and ten Constituency Relationship Groups (CRG – a volunteer group) in each constituency was formed whose main responsibility is to create awareness on political and governance issues among target communities. As a result of increased coordination with National Database Registration Authority (NADRA), field teams managed to get 10,333 CNICs for people from their target areas. In addition, NADRA supported SPO and arranged their specially designed vehicles (MRVs) for facilitating people in rural areas to get their new CNICs. Enhancement of facilities at four boys & girls educational institutions, removal of encroachments and cleanliness campaigns at all 10 constituencies in six target districts, allocation of funds for availability of medicines at Basic and Rural Health centres are few of the achievements.

To strengthen local governance structures and to increase effectiveness, field teams met with leading elected representatives & politicians, both local and member of provincial assemblies and ensured their participation and support for project activities. Working with youth and creating political awareness among them is one of the key objectives of this project. Youth groups, both male and females are not only part of CRGs but specific activities for them are also designed. In this regard, eight events at schools & colleges in the target areas were carried out.

To build capacity of field staff on advocacy, governance monitoring, developing linkages with public institutions and management issues, regular staff trainings and monthly staff meetings were held throughout the period.

The project also faced some challenges that hamper activities and morale of team. With worsening security situation, it was decided that activities in Baluchistan were wrapped up and increased presence in Punjab was decided and as a result, two new constituencies were included (NA 190 Bhawalnagar & NA 155 Lodhran). Due to unavailability of funds and requisition from donor, all activities of the project were suspended for three months (Mar – May 2011) and all staff was laid off. With relocation of new funds in June 2011, all activities

were resumed, staff rehired, CRGs reactivated and new were formed in newly selected constituencies.

6. PPAF Projects (SCAD, SM, EDUCATION)

Strengthening Participatory Organization (SPO) has been implementing Sindh Coastal Areas Development Program (SCAD) with the financial support of Pakistan Poverty Alleviation Fund (PPAF) in Taluka Shah Bandar. Under SCAD different initiatives like community infrastructure schemes, schools improvement and social mobilization were taken for the development of the local community. So far 266 community infrastructure schemes implemented and covered 217 settlements of the Taluka. Besides that, 56 schools of the Taluka also covered through the Schools Improvement Programme and 1500 community organization members sent for exposure visit to 20 organizations of Pakistan. It is also noted from the field experiences that the integrated projects can bring the change in the area.

Institutional Development of SPO

1. HUMAN RESOURCE

During the year, considerable efforts have been made in developing new guidelines and streamlining already established policies and procedures within organization. Further changes are planned that are aimed at ensuring that policies and procedures are in line with the operational needs of the organization and are supportive to organization's new initiatives. During the progress year, emergencies response remained as a pre-dominant component in all SPO operations. SPO managed a huge portfolio of humanitarian response projects and to cater the needs of these interventions acquiring and retaining quality human resources remained a greatest challenge during the year.

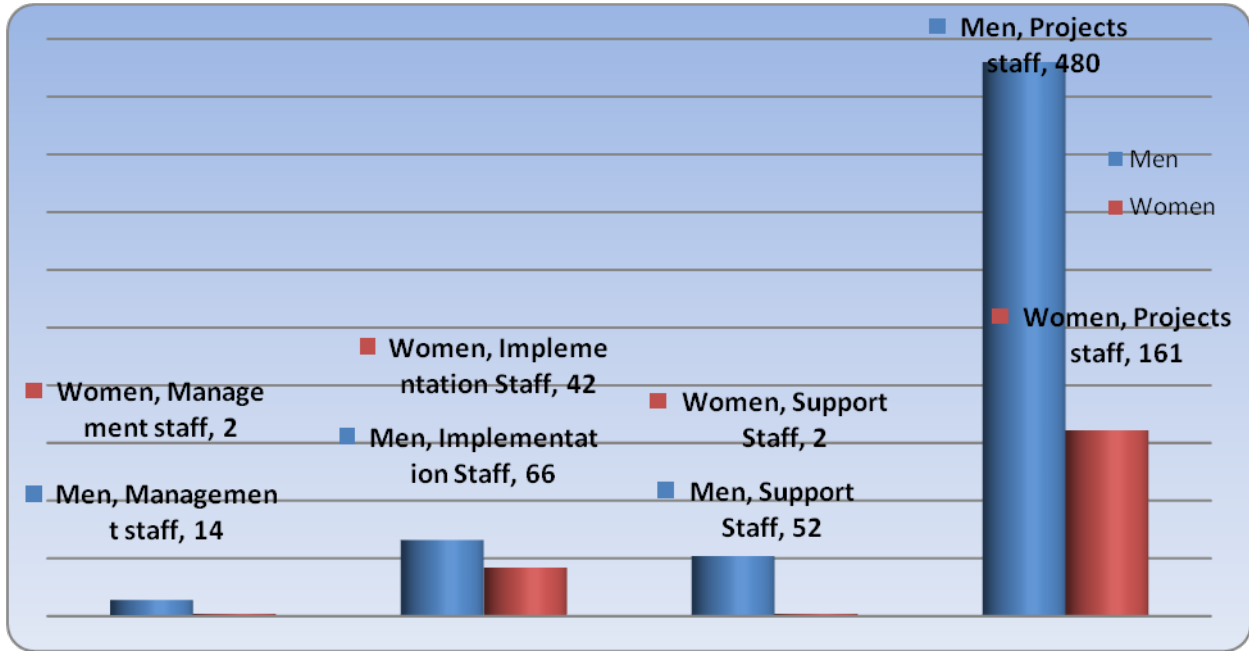
It is intended to continue strengthening Human Resource Management capacity and SPO's ability to attract, retain and develop the available talent within organization. SPO is striving to achieve a highly results oriented culture and managerial excellence with a firm belief in continuous learning, innovation and creativity.

A. Staff at SPO

Given below is the comparison of staff at different levels/types with last year. There is a significant increase in the projects staff category due to the humanitarian response projects run throughout Pakistan through SPO offices.

Cadres/Types	Staff Strength		% Change 2009:2011
	Year 2009-10	Year 2010-2011	
Management staff	17	16	-6%
Implementation Staff	97	108	11%
Support Staff	54	54	0%
Projects staff	173	641	271%
Total	454	819	80%

Gender Wise HR Allocation in different cadres (July 2010 – June 2011)



Recruitments during the Year

Staff Category	Men	Women	Total
Regular	19	5	24
Projects	480	161	541
Total	499	166	665

B. Advancements in Policies and Guidelines:

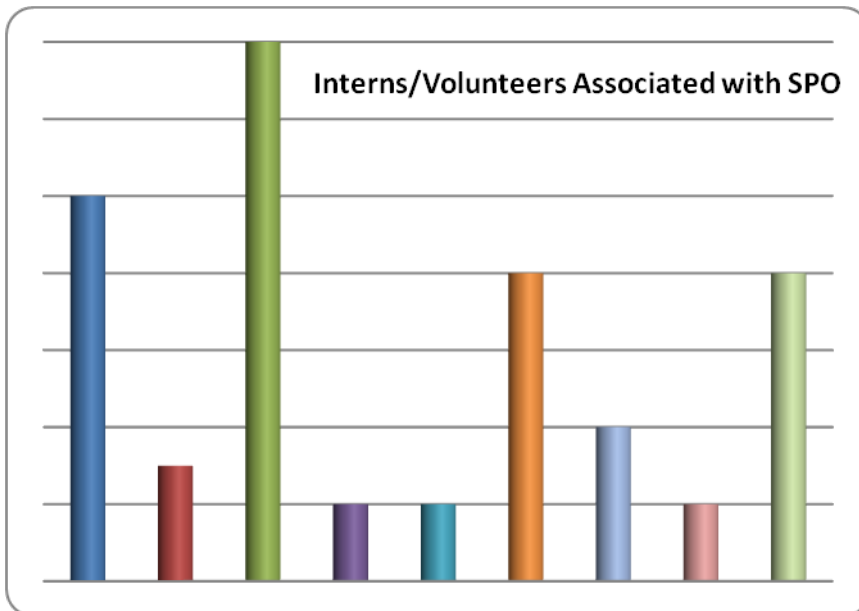
- HRD guidelines and strategy for the year 2011
- Recruitment Guidelines for Emergency Projects (Fast Track Mode)
- Procurement Guidelines for Emergencies Projects

C. Managing and Developing Human Resources

- Rewarding/ Appreciating contributions of staff worked in emergencies across Pakistan
- Volunteers data base was developed
- Completion of staff performance evaluations, increments and rewards task for the year 2010

D. Internship Programme

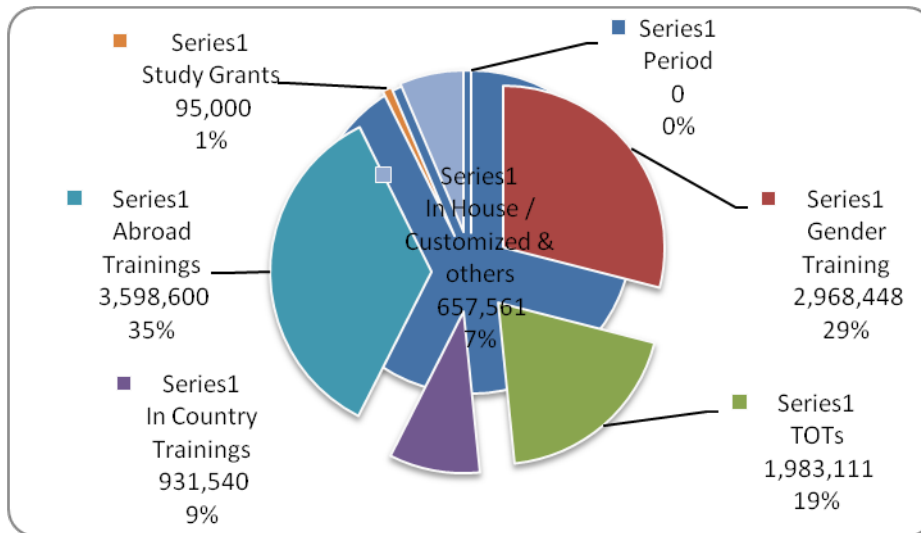
During the year, a total of 53 interns/volunteers remained associated with SPO. This programme is for students and fresh graduates who are engaged in different departments for a period ranging from six weeks to six months. The geographical spread is given below in the chart. This figure does not include those volunteers who worked for SPO during emergencies.



E. Staff Training and Development

In order to achieve the desired impact of our programme the organization needs to develop its human resource that can then guide and facilitate its partners to carry forward the rights and development agenda for economic and social change. SPO has made huge investments of approximately 10.23 million rupees during (July 2009 to June 2011) different categories of staff development. Out of which 7.25 million was spent on Men and 2.95 million on women staff across SPO. This ratio is quite promising in connection with the ratio of women staff in SPO which is 25% of the total.

HRD Investments in different categories (July 2009 – June 2011)



In Country Trainings

- Administration Skills training from PIM Lahore
- Communication Skills Training for front desk staff (Lahore)
- “National Training of Women with Disabilities on Peer Counseling” for six women front desk associates
- Administrative and Secretarial Skills course by Sustainable Development Policy Institute
- Policy Advocacy and Communication Skills course by Sustainable Development Policy Institute
- The Art and Science of Proposal Writing and Bid Management by H&H Consulting Pvt. Ltd

- Informative Seminars attended by finance staff
- CFOs Conference attended by Heads of Finance and Internal Audit

Abroad Exposures/ Trainings

- Finance Staff training – by Mango Institute Bangkok, Thailand
- Participation in International Human Rights Education Conference "Education for Human Rights, Peace and Intercultural Dialogue" hosted by the University of Westren Sydney
- Peace building Training and Education Program for SAARC Emerging LeadersSPO is providing partial sponsorship to two women staff members from Multan and Hyderabad
- Short Course on Human Rights in Korea attended by female staff member from Multan
- Participation of CEO in the “Regional Risk Management Conference in Bangkok organized by CWS”
- Annual Trainers Retreat organized by HRDN -an opportunity for senior staff for learning across the borders and networking with a group of 148 professionals in Malaysia and Singapore. Attended a conference on “Building Human Resources for Sustainable Development”. Meeting with Deputy High Commissioner in Malaysia
- Competency Based HRM course organized by International Training Centre of ILO, Turin Italy for Head of HR followed by a distance learning phase.
- Summer School on Protecting Human Rights through United Nations Mechanisms by the University of Nottingham (HRLC UK) attended by one staff member
- Asia-Pacific Regional Conference on Strengthening Civil Society Engagement on ODA, SWAP, and Innovative Financing for Education and Workshop on Public-Private Partnership in Education (fully sponsored by Pakistan Coalition for Education) attended as member of BOD on PCE.
- International Volunteer Leadership Programme by US Department on volunteerism
- Management training in France with the support of SOLINFO France of one senior staff, time cost beard by SPO
- Field Logistics in Emergencies arranged by Red R UK. SPO Is bearing the time cost of a staff member

Customized Trainings

- Gender training for all staff – 100 % complete
- English Language Course for SPO Multan Centre

F. Launching of HR on SPO website

In an effort for more visibility of Human Resource function of SPO, a full section is now available on SPO website. Further advancements are planned for upcoming years.

h. Representation on different HR Networks

- SPO has an organizational membership in Human Resource Development Network.
- Representation of SPO on PHRN Advisory Committee

2. Friends of SPO registered in UK:

A major achievement under the institutional strengthening component of the core program is the incorporation of “Friends of SPO”, which has been registered in United Kingdom. The said organization is the sister concern of SPO and has been incorporated under the Companies Act 2006 and will also apply for Charitable Organization status in due course. Objective of the organization is to carry out development initiative for the communities and citizen of United Kingdom as well as build further linkages and provide support to various organizations in other countries including SPO.

3. MoU signed by SPO and Power 99 FM Radio:

SPO has signed MoU with Power 99 FM Radio, a well known development media outfit of Pakistan to bring the socio-economic and political issues of the country, to the limelight. Focus of this partnership will be to bring to the forefront, issues being faced by the affected and marginalized citizens and communities as well as different social organizations working at grass roots level. SPO in collaboration with Power 99 FM Radio will draft and prepare various programs to share latest news about the concerned issues as well as share views of community members and key stakeholders with the general public. In this regard, SPO will provide the necessary human resource which will be trained by personnel from Power 99 FM Radio to garner information, especially during emergencies. Through this initiative, SPO believe that the free flow of information in the country will greatly improve.

- 4. Technical Support and Publications:** During the reporting period of Jan-Jun 2011, technical support and communication department developed and produced numerous reports and publications for public consumption to share the key achievements of SPO with the general public as well as key institutions operating at district, provincial, national and international level. These included Annual Report 2009-2010, as well as various publications and leaflets such Trail of Tragedy (A Chronology of Violence in

Pakistan: 2010), Flood Disaster in Pakistan and SPO's Response, Outreach map (flood disaster and SPO response), ShiraktiTaraque newsletters etc.

5. Internal Audit

Bi-annual audit for the period July – December 2010 was conducted in all eight regions as well as in the National Center. Main objective of the audit was to gauge the performance of regions in terms of record keeping, financial reporting, and overall compliance to the program policies and procedures. Findings of the internal audit were shared with all Regional Heads, Finance and Audit Committee as well as SPO's Senior Management Committee.

6. Monitoring and Evaluation

Various interactive features were added in the MIS application; a program planning, management, monitoring and reporting tool during the current reporting period, including,

- Results Based Reporting Tool
- Analytical Reporting Tool
- Event Reporting Alerts/Deferral/Reminders
- System generated Monthly/Yearly Performance Reports
- CBI/Partner Profile Assessments
- Fact Sheets for Other/Special Projects etc.

Work plans for the program activities have been fed into this application, wherein employees, at all regional offices can view the planned activities for the entire program tenor. To gauge the performance of regions, Monthly and Yearly Performance reports can now be generated wherein achievements against targeted activities can be viewed at all levels. Design of the application has also been improved with the system made even more user-friendly. Constant assistance is also being provided to regions for reporting of program activities. Continuing from the previous quarter, the MER unit continued its internal program evaluation across all regions. The evaluation was carried out in three phases; (1) data collection on prescribed templates, (2) on site data validation, and, (3) recording of observations in the field through meeting with key program informants. The data collected during the last phase of the study is being analyzed these days.

7. Development Resource Centre (DRC)

Since SPO is a participatory organisation, sharing of knowledge is indispensable for its progress. The SPO Development Resource Centres (DRC) across all regional offices were provided books, magazines, newspapers, report and literature related to the programme area in particular and development sector in general. A huge variety of material, leaflets, booklets and posters were generated and made accessible to a wide variety of people. DRC maintains blogspot through

which new arrivals and material about latest socio-economic and political development of the country were shared.

8. IT and Website Development

During the reporting period the website design and content of SPO website is redesigned and changed respectively to align it with the new programme. To accommodate the new demands and make the website interactive many additions were made. The SPO information technology section was strengthened by acquiring new systems and using the latest technology to enhance communication between SPO Regional Centres. With the expansion of SPO programme and activities material on website also increased. In order to expand the growing demand capacity of website increased.

Annexure