



NATIONAL CENTER

30-A, Nazimuddin Road, F-10/4, Islamabad, Pakistan
UAN: +92-51-111-357-111 Tel: +92-51-2104677, 2104679, 2104680 Fax: +92-51-2112787
Info@spopk.org www.spopk.org

BALUCHISTAN

QUETTA
House 58-A, Near Pak Japan
Cultural Centre, Jinnah Town,
Quetta
Tel: 081-2863701, 2863702
Fax: 081-2863703
Email: quetta@spopk.org

TURBAT
Pasni Road,
Turbat
Tel: 0852-412333
Fax: 0852-413884
Email: turbat@spopk.org

KHYBER PAKHTUNKHWA

PESHAWAR
House 15, Street 1, Sector N-4
Phase 4, Hayatabad, Peshawar
Tel: 091-5811792, 5810021
Fax: 091-5813089
Email: peshawar@spopk.org

D.I.KHAN
House 2, Street 2,
Wensam Housing Scheme,
Near Wensam College,
D.I.Khan
Tel: 0966-713231
Fax: 0966-733917
Email: dikhan@spopk.org

PUNJAB

MULTAN
House 339-340, Block-D
Shah Rukh-e-Alam Colony
Multan
Tel: 061-6772995, 4551681
Fax: 061-6772996
Email: multan@spopk.org

LAHORE
House 76-A, Sher Shah Block
New Garden Town,
Lahore
Tel: 042-35863211, 35863212
Fax: 042-35863213
Email: lahore@spopk.org

SINDH

HYDERABAD
Plot 158/2, Behind M. Usman
Deplai Scholars Academy
Alamdard Chowk, Grid Station
Qasimabad, Hyderabad
Tel: 022-2654725
Fax: 022-2652126
Email: hyderabad@spopk.org

KARACHI
G-22, B/2, Park Lane
Clifton Block 5, Karachi
Tel: 021-5836213, 5873405
Fax: 021-5873794
Email: karachi@spopk.org

AZAD JAMMU KASHMIR

MUZAFFARABAD
House B-58, Upper Chathar
Muzaffarabad
Tel: 05822-434432
Fax: 05822-434432
Email: muzaffarabad@spopk.org

Democratic Governance

Peace and Harmony

Social Justice

Institutional Strengthening

Emergency Preparedness, Mitigation and Prevention

Sustainable Livelihood

Annual Report 2011-2012



Annual Report 2011-2012



اداره استحکام شرکتی ترقی



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30-A, Nazimuddin Road, F-10/4, Islamabad 44000, Pakistan
UAN: +92 51 111 357 111
Tel: (92 51) 2104677, 2104679, 2104680
Fax: (92 51) 2112787
Website: www.spopk.org
Email: info@spopk.org

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Acronyms

ADB	Asian Development Bank	LWRPs	Local Women Resource Persons
BoD	Board of Directors	LEP	Livelihood Enhancement and Protection
BHUs	Basic Health Units	OM	Organizational Management
CAT	Convention Against Torture	PO	Partner Organization
CBOs	Community Based Organizations	PP	Political Parties
CFDO	Christian Farmer Development Organization	PSC	Provincial Steering Committee
CNIC	Computerized National Identity Card	RC&A	Research, Campaigning and Advocacy
CR	Conflict Resolution	SP&M	Sectoral Planning and Management
CSNs	Civil Society Networks	SVE	Social Value Enterprise
DCO	District Coordination Officer	TOTs	Training of Trainers
DEMCs	District Education Monitoring Committees	UC	Union Council
DG	Democratic Governance	VAW	Violence Against Women
DHMCs	District Health Monitoring Committees	WGs	Women Groups
DRR	Disaster Risk Reduction	WPF	Women Protection Forum
DSC	District Steering Committee		
ECF	Energy Conservation Fund		
EMC	Education Monitoring Committee		
FAFEN	Free and Fair Election Network		
FATA	Federally Administered Tribal Areas		
FRs	Frontier Regions		
GDSWO	Gadap Development Social Welfare Organization		
HR	Human Rights		
HRFs	Human Rights Forums		
HMC	Health Monitoring Committee		
IBT	Idara Barye Taleem-o-Tarqi		

Message from the Chairperson



In 2011-2012, besides continuing to build on its existing initiatives, Strengthening Participatory Organization (SPO) ventured into new thematic areas in a bid to reach out to more susceptible individuals, families, groups and communities, in the face of the country's deteriorating socio-economic and political conditions, as well as the human induced and natural hazards that it experienced intermittently throughout the year.

During this period, the primary focus was placed on cultivating awareness and building capacity of masses and civil society institutions to purposefully advocate for the realization of basic citizenry rights. SPO worked with state and civil society institutions to build their capacities in understanding and adopting rights-based approach within their policy and operational frameworks. With the active involvement, support, and guidance of its stakeholders, SPO has made substantial progress in creating opportunities for the excluded and vulnerable groups, communities and individuals to voice their concerns and gain meaningful responses in return.

I am grateful to our contributors i.e. the donors, the dedicated team of professionals at SPO's national and regional offices and SPO's implementing arms which include our partner civil society entities across the country and the beneficiaries, for continuing their journey in pursuit of good governance, social justice and peace and harmony in society at large.

Message from the Chief Executive



During 2012, amid volatile political, social and economic situation of the country, SPO continued its endeavors for creating a just and tolerant society characterized by true essence of democracy, and good governance. The extensive outreach of SPO, enabled by its diverse and wide-spread program portfolio, is self-evident of the confidence placed in us by our funding partners and program implementation arms i.e. civil society institutions across the country and the citizens who constitute the most pivotal part of this significant intervention. SPO's Citizens Voice Program has had visible impact at the grassroots by creating opportunities for promising public-private partnerships at district, provincial and national levels. The program has already begun to indicate avenues for potential engagement of research and policy circles on reforms within policy environment in future.

During the reporting period, SPO further deepened its own access to, and engagement between the rights-holders and the duty-bearers throughout the country. SPO continued to build further on its existing linkages with partner civil society organizations, the peer organizations, the forums, networks and associations promoting rights-based advocacy, and national and global allies. In this connection, one significant breakthrough this year has been the successful negotiation with SPO-UK for future collaboration on common areas of interest.

In times to come, SPO will continue its efforts to further sharpen its research, design, development, monitoring, reporting, human resources management capacities, and procurement practices. The virtual planning, management, monitoring and reporting application currently being implemented across SPO's all offices has taken the organizations program management capacity to new heights. SPO seeks to build further on its current accomplishments by bringing necessary value addition to its system in order to make them more viable and result-driven.

Similarly, in the face of ongoing political, social and economic turmoil, it becomes obligatory for SPO to further invest its energies in promoting peace, resolving conflicts, cultivating democratic values, and strengthening citizens and state level institutions to work together for a desired change in future.

I am deeply indebted to our funding partners for their continued faith in us, our implementing arms for their relentless commitment and dedication, and lastly to my colleagues at SPO because of whom we have come a long way to where we are today. I am deeply touched by their dedication and value their perseverance in pursuing SPO's mission.

Thematic Focus



Since its transformation from a bilateral development project in collaboration between the government of Pakistan and Canada to a national not-for-profit organization in 1994, registered under the Companies Ordinance 1984; SPO has become one of the leading Pakistani rights-based civil society organization, in terms of its countrywide presence and outreach. SPO's mission is 'to strengthen and support community organizations and public interest institutions for achieving and protecting basic human rights, with a particular focus on women, children, minorities and other marginalized segments of the society.' SPO's Citizens Voice and Accountability Program, being implemented in 42 districts, 2 Tribal Agencies of Federally Administered Tribal Area (FATA), and 4 Frontier Regions (FRs), deals with issues pertaining to Democracy and Good Governance, Social Justice, Peace and Harmony, and Institutional Strengthening. The program deals with governance issues at macro, meso and micro levels by building on the strengths and capacities of a well-trained countrywide team comprising 250 staff, and 3500 partner entities i.e. the implementation arms of SPO. These civil society entities include, and are represented by youth, women and minority groups, organizations and networks, think tanks, and religious and political leadership at local, district, provincial and national level.

The 'Democratic Governance' component of SPO's Citizens Voice and Accountability Program emphasizes mainstreaming of communities in decision-making processes for the realization of their basic human rights as enunciated in the Universal Declaration of Human Rights (UDHR) and the Constitution of Pakistan. This objective is addressed through extensive and sustained political education that is provided to both, the givers (providers of political education i.e. the partner civil society entities of SPO) and the receivers (the ultimate beneficiaries i.e. target communities, families and individuals). Emphasis of the political education drive of SPO remains on capacitating the rights-holders to participate at fullest, in all forms of endeavors directed towards desired change within the society and, at the state level.

Under the 'Social Justice' component, SPO establishes and strengthens community-centered mechanisms in order to secure the well being of people, irrespective of their caste, creed, color or gender, by striving to improve their quality of life. Within these mechanisms, stronger representation of the aspirations of women, minorities, youth and civil society groups is particularly ensured by advocating for desired reforms in the overall governance environment i.e. at the policy as well as the implementation levels. In order to achieve equal status and quality living conditions for the marginalized sections, SPO forms, capacitates and mobilizes constituency specific groups, forums and networks, such as, Women Groups and Health and Education Monitoring

Committees. This in return creates opportunities for the most vulnerable stratum of society to articulate a common commitment in terms of a meaningful demand for the realization of their basic human and citizenry rights.

Through the 'Peace and Social Harmony' component synergies are created between various civil society entities such as the networks and forums, local, mid-level and national not-for-profit organizations, faith-based groups and institutions, media activists and organizations, associations and unions, political parties, and local opinion-makers; so that they connect with the idea that men and women are equal. Hence, they should have equal opportunities to make their contribution and utilize their energies at their fullest. This particular component provides common space for collective action; as it enables the civil society to engage with state level institutions in terms of monitoring and commenting on their actions in a most purposeful and rewarding manner.

Under the 'Institutional Strengthening' component, SPO has put in place a robust virtual program management application. Its key features include management of work plans and targets, monitoring of processes at planning and implementation level in a bid to pre-empt, detect and remove minor/major deviations, process, output', outcome and impact level reporting on customized templates, and auto-generation of real-time individual and team level performance reports. At SPO, systems related to program design, management, monitoring, evaluation and reporting, financial planning, management & audit and human resource management are in place, which are constantly upgraded. SPO strives to achieve a highly result-oriented culture and managerial excellence, with a firm belief in continuous learning, innovation and creativity. In this connection, SPO provides equal learning opportunities to its staff members through internal and external trainings (national and international).

Apart from the 'Citizens Voice and Accountability Program', the other projects that SPO undertakes are relatively time and resource barred, however, they are strategically important, such as, Education for out-of-school girls and boys, Primary Healthcare, Community Infrastructure, Livelihood Support, Disaster Risk Mitigation (DRM), Humanitarian Response, and Climate Change. Special Projects focus on issues lying outside the realm of Core Program.

SPO operates through nine permanent offices that include one National Centre and two Regional Offices each in Balochistan (Turbat & Quetta), Khyber Pakhtunkhwa (D.I. Khan & Peshawar), Punjab (Multan & Lahore) and Sindh (Hyderabad & Karachi). National Centre is managed by five support departments including Finance, Internal Audit, Monitoring, Evaluation and Reporting, Admin and Human Resource, and three project management units, namely, Technical Support Unit, Special Projects Unit, and Emergency Preparedness and Response Unit.

Key Achievements

Citizens Voices and Accountability Program

SPO has earned credibility and recognition as a front-line rights-based civil society organization in Pakistan owing to its extensive outreach i.e. countrywide presence and scope of work. The flagship program of SPO, "Citizens Voice and Accountability Program" also referred to as the Core Program, being implemented in 42 districts, 2 Tribal Agencies of FATA, and 4 FRs deals with issues pertaining to Democracy and Good Governance, Social Justice, and Peace and Harmony at community as well as district, provincial and national level. The overall objective of the Citizens Voice and Accountability Program is to strengthen and support community based organizations and public interest institutions for achieving and protecting basic human rights, with a particular focus on women, children, minorities and other marginalized segments of society. The program is supported by three funding partners, namely Australian Agency for International Development (AusAID), British High Commission (BHC) and the Embassy of the Kingdom of Netherlands (EKN) with varying contributions for different program components.

Under the democratic governance component, SPO identifies its allies and capacitates them to subsequently undertake knowledge-based programs on human rights, good governance and conflict resolution at various tiers including community, district, provincial and national level. As a result of this, SPO has successfully cultivated awareness regarding basic rights among target communities, and capacitated civil society institutions regarding identification and prioritization of the needs and demands of the citizens for subsequent affirmative action. These capacitated human rights defenders, political activists and formal/ informal leaders have voluntarily joined hands to form 'citizens

Human Rights

Case Study -1

Pameer Consumer Society (PCS), Quetta acts as a vigilante ensuring fair market competition and trade practices by protecting consumer rights. In 2003, a Consumers Rights Act was passed in Balochistan Assembly, which to date had not been implemented. The issue was raised and highlighted not only in the media but meetings were also arranged with the concerned officials. PCS organized peaceful protests outside the Provincial Assembly which were widely covered by the media. Eventually the issue was highlighted in the Provincial Assembly on which the members deliberated at length. As a result, the Asst. Commissioner ordered formation of Committees at district level and four committees were formed and mandated to ensure compliance of the Consumers Rights Act 2003 by traders and shopkeepers alike.

networks' that serve as watch groups for identification, reporting and advocacy for redressing rights-based violations in their constituencies. During the reporting period, formal partnerships were signed with 172 allies including 139 Community Based Organizations (CBOs), 30 District Steering Committees (DSC) comprising district level leadership of mainstream political parties and 3 Provincial Steering Committees (PSC) comprising provincial level leadership of mainstream political parties (PSCs). Following this, gaps between existing and required skill sets and competencies of the partners vis-a-vis their capacity to deal with issues around/on conflicts, were assessed using Institutional Capacity Gap Assessment (ICGA) tool. Based on identified knowledge gaps, customized training modules on Human Rights (HR), Democracy and Good Governance (DG), Conflict Resolution (CR), Research, Campaigning and Advocacy (RC&A), Organizational Management (OM) and Sectoral Planning and Management (SP&M) were developed.

Following the development of customized training modules, 26 trainings on HR, 28 trainings on DG, 22 trainings on CR, 17 trainings on RC&A, 23 trainings on OM and 21 tailored courses on SP&M were provided to partners through which 3275 human rights activists including 2301 men and 968 women acquired the requisite knowledge and skill set necessary to undertake effective rights-based advocacy within their constituencies. Realizing the importance of providing partners the much-needed strategic direction, SPO provided technical support

Human Rights

Case Study -2

After the devastating floods of 2011, an estimated 11,000 affected people settled in Gadap Town, one of the largest towns in Karachi. The affected people were given refuge at various government schools and colleges. The huge building of Gadap Public School had for long been underutilized where over 4000 flood affectees were accommodated. SPO's partner organization Gadap Development Social Welfare Organization (GDSWO), provided relief to the flood affectees during their brief stay at the school. After the floods as the people started leaving for their ancestral lands, the vacated school building was handed over to Sindh Graduates Association (SGA). SGA opened its branch in Gadap Town. The people of Gadap belonging to a wide range of ethnicities were living under dismal socio-economic conditions. The locals voiced their concerns about their financial constraints and their inability to pay the fee charged by SGA Schools. The issue was taken up in a meeting at GDSWO office who assured the residents to address their concerns. GDSWO approached SGA management who after tough negotiations met their demands of allocating representation to prominent residents on the Board of SGA and reserved 50% seats for local students. Over 150 students from Gadap city and Union Council (UC) Soongal received admission in the school on full scholarship worth Rs.63, 000 per student for one quarter, from secondary to matriculation level.



to 50 partners for developing their Strategic Plans. The technical support mainly focused on improving their internal governance, financial management and service delivery systems. These plans now serve as the guiding tools to steer partners' rights-based advocacy movements within their constituencies.

Similarly, under the political parties development component of the core program, subsequent to identification of knowledge gaps in political parties (PP), two customized trainings on HR, one training' on DG, and 12 trainings on CR were provided to their respective political activists.

As a result, 446 political activists including 340 men and 106 women acquired the necessary skills and expertise to undertake right- based advocacy initiatives for the redressal of local level conflicts. To give voice to the concerns of political activists at the highest tier, provincial level leaders from selected political parties were mobilized to form PSCs in Sindh, Balochistan and Punjab. Through SPO's interventions, PP members, who were previously working in isolation and thus had a limited impact in terms of responding to the local issues, now have a multi-party platform available at the provincial level through which key issues of their constituencies will be addressed collectively and more purposefully.

Following the capacity building initiatives, action plans were developed by the partners in consultation with the technical back- stoppers based at SPO's eight countrywide regional offices. SPO provides need based technical and financial assistance to its partners so that they are able to design and execute evidence-based awareness, advocacy and lobbying campaigns at community, district, provincial and national level. During this reporting period, on the basis of action plans developed, partners planned and executed 596 rights- based awareness raising campaigns. The two mutually reinforcing objectives of these campaigns were the following:-

i) sensitize masses to women rights, Violence Against Women (VAW), forced marriages, child marriages, Computerized National Identity Card (CNIC) voter

Human Rights

Case Study -3

Civil Society Network (CSN) Loralai, with a mission to safeguard the 'rights of all', organized a series of dialogues on conflict resolution with the students of local colleges and university. 27 student leaders representing seven student political wings participated in the dialogues. They were apprised of various conflict resolution techniques, types of negotiations and peace-building methodologies. Resultantly, the students unanimously agreed to form a Students Advisory Council in order to promote the culture of tolerance and intellectual discourse within the student fraternity of the entire region.

registration, minority rights, drug abuse, labour rights, freedom of information, land rights, role of media, peace and harmony, disaster risk management, tribal conflicts, Political Parties Act for FATA and constitution of Pakistan.

ii) mobilize the masses i.e. citizens for collective actions for the fulfillment of their needs and aspirations

Under the Social Justice component of the core program, SPO seeks to nurture mechanisms that enable grassroots communities to secure their own well being, irrespective of their caste, creed, color or gender. The underlying objective is to create a society that values the principles of equality by recognizing, and safeguarding the dignity of every individual. SPO has harnessed citizens' voice and accountability mechanisms in the areas of basic education, primary healthcare, livelihood support and local governance focusing on law and order, and judicial system.

During this reporting period, technical and financial assistance was provided to 5 mid-level NGOs to undertake research to identify key issues i.e. service delivery gaps in selected primary healthcare and education facilities in target districts. Based on the research findings, existing health plans of 13 districts and education plans of 11 districts were reviewed and upgraded. In this connection, necessary technical and financial assistance was extended to government departments to ensure that the district education and health plans were reflective of the needs of the common man. Besides capacity building of the



Human Rights

Case Study -4

Under the influence of a local landlord, officials from the irrigation department illegally dismantled a watercourse that irrigated the lands of poor farmers in village Sher Muhammad Langha. The panic-stricken farmers approached the concerned irrigation officials but all their efforts proved futile. The dejected farmers approached Sujag Development Organization (SDO), a local non-profit organization working on human rights in Tando Muhammad Khan. SDO, being a partner organization of SPO mobilized its resources by contacting SPO-Hyderabad and CSN-Tando Muhammad Khan. All stakeholders held a joint meeting and devised a plan of action for addressing the issue. As a result the Partner Organization (PO), CSN and the residents of village Sher M. Langha together with other human rights activists organized a rally to protest against the actions of the irrigation department, in Tando Muhammad Khan city. It was followed by a press conference. Consequently, a petition signed by 100 community members was filed against the irrigation department in Sindh High Court. The court passed the ruling in favor of the residents of Langha village, who celebrated their victory. Today, the farmers are reaping benefits of their own struggle and are more conscious and aware of their civil rights.



health and school communities, healthcare and teaching staff, district government and, provision of missing infrastructural facilities was made as per the revised plans. In view of the research findings, 46 citizens' awareness campaigns involving health communities and government officials were carried-out. Similarly, 39 campaigns involving school communities and government officials were undertaken. After successfully getting the buy in of the respective government departments, SPO created 16 public oversight functions that include 2 District Education Monitoring Committees (DEMCs) and 14 District Health Monitoring Committees (DHMCs). These public oversight entities comprise civil society representatives and local formal/informal leaders. The DHMCs have been officially notified by the respective district governments, thus giving them a legal status.

Recognizing the need for social and economic uplift of women in Pakistan, especially those living in rural settings, SPO developed a pool of 135 Local Women Resource Persons (LWRPs). They have been actively advocating for

Governance

Case Study -5

Idara Baraye Taleem-o-Taraqi (IBT), a partner organization, in a historic move, mobilized the indigenous community of Torwali against a hydro power plant project in District Swat. During the late 90's a report was submitted to Asian Development Bank (ADB) by Sarhad Hydel Development Organization (SHDO), requesting a loan of PKR 5.56 billion for a renewable energy project. The project proposed diverting River Daral into a tunnel that would open into a penstock near a village located at a distance of 2 km from Bahrain. For one reason or the other, the project was shelved until 2009, when SHDO once again approached ADB for funding the project. IBT, a PO working for environmental protection and preservation of the district, conducted an in-depth research on the feasibility of the proposed project, especially in the context of potential environmental hazards. Research findings revealed that a total population of over 30,000 residents of nearby villages of Peshawar, Laghan, Jail, Niam, Thelba Right, Thelba Left, Kambelai, Habibabad, Punjigram, Purana Gaun and Osha, would be directly affected by the project. Moreover, the project called for the construction of a road that would result in cutting over 40,000 oak trees, which would then trigger severe landslides and floods. Environmental Protection Network (EPN) coordinator, Mr. Zubair Towarli approached ADB and raised the concerns of the community, as substantiated in the research findings. Through an effective advocacy strategy, EPN was successful in convincing ADB of the major hazards and adverse effects of the project. As a result of the ADB withdrew its funding from this environmentally hazardous project. The organization also moved the Peshawar High Court to address the issue and meet the demands for re-designing of the project and allocate 10% royalty to the community that would be affected by the project.



social emancipation of women to protect their political, social and economic rights. During the current reporting period, LWRPs were offered five Training-of-Trainers (TOTs), three trainings on OM and two trainings on planning and implementing literacy/ skill development initiatives. The trained LWRPs, with the technical assistance of SPO's regional implementation arms, organized local women under the forums of women groups (WGs) that comprised of 20- 25 rural women per group, in 20 districts.

These WGs successfully established 20 Literacy Centers. The women folk of the area were provided basic literacy and numeracy skills, sensitized to women rights, Gender and VAW, and provided livelihood support to generate opportunities for self-employment by the WGs. The WGs allow space for local women to voice their concerns collectively and effectively. The availability of these social forums gives, rural women a sense of empowerment which is reflected in their willingness to highlight cases of women rights abuse, particularly domestic abuse and VAW. Furthermore, SPO launched 49 campaigns on "Men Ending Violence Against Women" to sensitize and engage community members and unorthodox agents such as youth and men in order to combat VAW. LWRPs made concerted efforts to link victims of VAW to relevant institutions for legal assistance. In this regard, 88 linkage development meetings were arranged with key institutions including Masalihati Anjumans for increased access to justice for victims of abuse. Recognizing the fact that all forms of discrimination against women stem from their lack of access to proper forum, and having no control over financial and economic resources, SPO provided technical support to WGs for developing business plans. After carefully evaluating the viability of these business plans, livelihood support in

Governance

Case Study -6

Peace Gender and Development Network, a CSN from Turbat highlighted the importance of education for both men and women in Balochistan. Unfortunately, University of Balochistan was the only degree awarding institution offering a wide range of subjects in the province. Subsequently, it was difficult for the students of the under-developed Makran belt to acquire and pursue higher education. Involving political parties, academia and other like-minded civil society organizations, the CSN devised a strong advocacy campaign. It resulted in the establishment of a campus of University of Balochistan, in Turbat. Despite the establishment of the campus, the CSN continued its efforts for transforming the campus into an autonomous institution with an independent Board and faculty. Recently the Provincial Assembly has passed a resolution for the establishment of an independent University of Turbat.

the form of small grants was provided to 80 WGs. As a result, the women were successful in setting up their own small scale businesses.

In order to promote appreciation for pluralism in the society, SPO works with, and builds capacities of different civil society entities including teachers, lawyers and media associations, NGOs, forums of local intelligentsia, political parties, religious and minority groups, trade unions and local opinion makers to bring them to the collective platform of Civil Society Networks (CSNs). CSNs allow its member organizations to represent collective voices and aspirations of common man in a meaningful manner. In order to capacitate CSNs to ultimately undertake advocacy initiatives within their constituencies, they were provided five trainings on RC&A and four trainings on CR. Following their trainings, necessary institutional support that included technical as well as financial assistance was provided to the CSNs. During the reporting period, CSNs advocacy initiatives predominantly focused on local governance issues vis-à-vis the role of provincial and national legislative bodies. 37 constituency specific issue identification and conflict mapping workshops were conducted across the country. To register their concerns pertaining to the human rights violation in their constituencies with the relevant state organizations/agencies and affected communities, 80 structured advocacy campaigns were launched by CSNs. With a view to promote peace and harmony among divergent ideological groups, SPO provided technical and financial support to CSNs for designing and implementing 47 events under the theme 'Culture for Peace', 46 dialogues and 64 development lectures.

SPO's policy advocacy initiative follows a bottom-top approach by identifying policy gaps at the grassroots, in terms of policy implementation, reforms, repeal and/ or formulation. Advocacy campaigns are then initiated at the district level, and if the situation so requires, advocated at the provincial or federal level. In the current reporting period, 22 issue identification workshops were organized to detect policy gaps. Based on it 21 advocacy campaigns were undertaken for which SPO provided technical and financial support to CSN in target districts. To win over the support of key decision makers within the highest echelons of the government, CSN members conducted 61 dialogues with district government, 8 dialogues with key decision makers at the provincial level and 11 meetings with parliamentarians to review policy gaps and provide alternative solutions.



Beneficiary Details

i. Capacity Building

Partner Entity	No. of HR Trainings	Beneficiaries		No. of DG Trainings	Beneficiaries		No. of CR Trainings	Beneficiaries		No. of RC&A Trainings	Beneficiaries		No. of OM Trainings	Beneficiaries		No. of ToTs	Beneficiaries	
		M	F		M	F		M	F		M	F		M	F		M	F
POs	26	472	222	28	515	199	22	451	183	17	341	182	23	528	182	-	-	-
DSCs	2	41	15	1	17	12	12	282	79	-	-	-	-	-	-	-	-	-
LRPs	-	-	-	-	-	-	-	-	-	-	-	-	3	-	69	5	-	40
CSNs	-	-	-	-	-	-	4	93	30	5	104	28	-	-	-	-	-	-
Total	28	513	237	29	532	211	38	826	292	22	445	210	26	528	251	5	40	40

ii. Issue Specific Awareness Raising/ Advocacy

Partner Entity	No. of Event to respond to HR violations	Beneficiaries		No. of Events to address DG issues	Beneficiaries		No. of Events to address policy gaps	Beneficiaries	
		M	F		M	F		M	F
POs	340	35471	36805	117	6623	5077	-	-	-
DSCs	71	2997	359	65	2511	200	-	-	-
PSCs	-	-	-	3	145	21	-	-	-
HMCs	-	-	-	46	3525	1136	-	-	-
EMCs	-	-	-	39	3128	732	-	-	-
LRPs	137	3886	6145	-	-	-	-	-	-
CSNs	458	28980	6834	74	3847	750	36	1518	134
Total	1006	71334	50143	344	19779	7916	36	1518	134

Special Projects

As part of its ongoing efforts to experiment new ideas, SPO also undertakes time and resource barred, yet strategically important projects to feed forward lessons drawn from such projects into its long-term flagship program i.e. Citizens Voice and Accountability Program. The short term projects that SPO undertakes range from basic education, primary healthcare, community infrastructure, livelihood improvement, women empowerment, human rights to strengthening democracy.

During the reporting period, 12 special projects worth 399,612,833 PKR (39.96 million PKR) were implemented. These projects focused on Maternal and Newborn Healthcare, Torture against Women in Police Custody, Civil and Political Rights, Water & Energy, Rights of Extremely Vulnerable Individuals (EVI) and Electoral Processes. The funding partners were The Asia Foundation (TAF), Oxfam GB (OGB), European Union (EU), Research & Advocacy Fund (RAF), Care International-Pakistan, International Catholic Migration Commission (ICMC) and Pakistan Poverty Alleviation Fund (PPAF). Special Projects are being implemented across Pakistan. Target districts include Faisalabad, Khanewal, Lodhran, Vehari, Pakpattan, Mandi Bahauddin, Bhawalnagar, Muzaffargarh, Rajanpur, Rahim Yar Khan and Lahore in Punjab, Badin, Ghotki, Dadu, Shahdadt and five union councils of Taluka Shah Bandar District Thatha in Sindh, Abbottabad, Mansehra and Nowshehra in KPK, Quetta, Naseerabad and Jafferabad in Balochistan, Muzaffarabad and District Hattian in Azad Kashmir, and lastly Islamabad and Rawalpindi. The most significant achievement of the "Supporting Transparency, Accountability & Electoral Processes in Pakistan (STAEP)" project was CNIC registration of 14968 individuals, and 22% women

Governance

Case Study -7

Through consultative participatory sessions, members DSC-Khushab identified and prioritized the issue of missing facilities in a primary, elementary and high school. In order to ensure effective implementation by the concerned departments, two roundtable dialogues were organized where MPA, Executive District Officer (EDO) Education, academia, civil society, media and local community participated and debated at length the issue of missing facilities in schools. As a result of effective advocacy; one classroom was constructed at Govt. Girl's Primary School, Chitta and a teacher was also appointed, a classroom and a library were constructed at Govt. Boy's Elementary School Jhalar and a grant of Rs. 180,000 was approved for Govt. Boy's High School, Khura for the construction of two lavatories, a water pump, and provision of electrical fixtures and doors.



participation in all program activities. In addition 400 community members were trained on advocacy, social mobilization, governance, electoral system and district governance improvement. Out of these, 131 were later engaged in a paid assignment of draft voter list verification in selected national assembly constituencies where they monitored nearly 5000 polling stations. Of these 400 trained, 2 were selected and employed as Master Trainers in one of the program of Free and Fair Election Network (FAFEN), whereas, another participant was employed in a USAID initiative.

The achievements of "Ending Torture and ill-Treatment of Women in Police Custody in Pakistan" project included 9 Police trainings held during the year, 246 police officials were sensitized to HR and Convention Against Torture (CAT). Moreover, 15 orientation meetings were held for formation of Women Protection Forum (WPF) and 295 people mobilized, 117 WPF members were sensitized to torture issues and 900 people participated in awareness campaigns on torture.



Governance

Case Study -8

Mid level NGO surveyed 71 Basic Health Units (BHUs) to assess the quality of service delivery and missing healthcare facilities in Tehsil Ahmadpur and Bahawalpur. The survey report revealed that none of the BHUs had lavatories for the patients, nebulizers, BP apparatus, thermometer and even stethoscope. 10 BHUs were identified and selected with a dire need for the missing facilities. The draft report had already been shared with District Coordination Officer (DCO) -Health who assured that the findings and recommendations of the report would be shared with Chief Minister, Punjab who is already on-board informally. The DCO formed support committees consisting of two community members and one BHU in-charge, who were tasked with the responsibility of ensuring the provision of quality healthcare services to all community members, without any discrimination. Moreover the medical and para-medical staffs were asked to diligently perform their duties. As a starter, 42 BHUs were provided with V-Wireless facility to enable the committee members to ensure that doctors were available on duty. The committee conducted walk-in interviews to recruit dedicated and committed doctors. Clean drinking water facility was provided at five BHUs, electricity bill of 11 BHUs were paid by the Health Department. A complaint handling mechanism was introduced whereby names and mobile numbers of committee members and district health officers were displayed at 23 BHUs. Patients and their families could now contact the members directly and register their complaints. This had resulted in withholding salaries of seven doctors who failed to discharge their duties, adequate quantity of medicines were delivered to 23 BHUs. According to the Health Department, in six months the number of patients has increased from 21,670 to 47,583.

SPO in partnership with Care International-Pakistan is implementing the "Promoting Human Rights and Fundamental Freedom in Pakistan" project in all the four provinces. Under this initiative, 10 Human Rights Forums (HRFs) have been formed with a support structure in the form of Information & Referral Centers (IRCs) in all target districts. The project has reached 49,000 beneficiaries through its awareness raising activities during the reporting period. A total of 157 human rights violation cases were reported to HRF and IRC, out of which 118 were resolved through referral procedures. 41 trainings and refreshers on human rights & freedom of information were provided to 1153 lawyers, government officials and HRF's members. Under this project the lawyer's wing of HRF in Mansehra and Rahim Yar Khan have established free legal aid support for human rights victims.

Under a short term project "Extremely Vulnerable Individual (EVI) Phase III (Market Survey)" funded by ICMC, a market survey is in progress in selected union councils of Azad Kashmir to identify suitable businesses for EVIs and marketing strategies to strengthen their linkages within the market. The objective of the survey is to increase their employment opportunities and facilitate their socio-economic empowerment. This survey will also serve to validate the trainings currently being provided by the Community Based Training Centers (CBTCs).

"WE CARE- Financial Empowerment of Women to Enable and Enhance Access to Maternal and Newborn Healthcare"- funded by Research and Advocacy Fund (RAF), with a financial volume of 62.2 million PKR, is another research project being currently carried out by the special projects unit in Nowshera - KPK, Faisalabad – Punjab, Badin – Sindh and Quetta – Baluchistan. The project seeks to assess the impacts, and limitations of existing conditional/non-conditional cash transfer schemes in Pakistan on women's health in general and Maternal & Newborn Health (MNH) in particular, representing most-marginalized and excluded women groups, to subsequently share findings and recommendation with key pertinent stakeholders (state and non-state).

Governance

Case Study -9

DSC in Bahawalpur through its active contributions got the local government to ensure i) proper treatment of drinking water being supplied to the households. It carried high contents of arsenic, ii) depute 20 new constables for addressing the disruptions caused by frequent traffic jams in the city, iii) abrogate illegal parking fee by the local mafia, iv) reserve funds for the construction of a ring road and v) rehabilitation and preservation of 'Oila Darwar'; a local historical landmark.

Under the "Sind Costal Area Development (SCAD III)" project Pakistan Poverty Alleviation Fund (PPAF) awarded three projects on i) Water & Energy, ii) Livelihood Enhancement & Protection, iii) and Human & Institutional Development to be implemented in Tehsil Shah Bandar of District Thatta.

In the first initiative, the project aims to develop and strengthen the community's physical infrastructure by accessing 22050 beneficiaries till March 2014. The project commenced in June 2012 with the key focus on rehabilitation of water supply schemes, construction of culverts, roads, bridges, flood protective structures and raised platforms/stilted shelters as well as repair of solar light schemes. These schemes will be executed by selected CBOs and direct community participation.

Livelihood Enhancement & Protection (LEP) project targets ultra poor of two union councils of tehsil Shah Bandar, in District Thatta. The objective of project is to develop capacity, opportunities, assets and productivity of community members to reduce their vulnerability, improve their livelihood initiatives and strengthen their business operations. During the period, 3990 poverty Scorecards have been filled based on the findings, 320 livelihood investment Plans have been made. 140 beneficiaries were trained and capacity building initiatives were carried out on relevant trades. 61 assets were transferred to ultra poor beneficiaries and based on relevancy of trade, 3 Common Interest groups (CIG) comprising beneficiaries have also been formed.

Human and Institutional Development (HID) project empowers and builds capacity of community organizations for their institutional strengthening. 185 new Community Organizations have been formed and 80 inactive community organizations have been revitalized. Apart from that, a specialized training on "Community Managerial Skills" was also imparted.

"Accelerating Girl Child Education" program was implemented in district Thatta with financial assistance from UNICEF. The project aimed at improving girl child education in the district resulting in increase in overall enrollment rate of the district. New enrollment of 37300 girls aged 5 to 9 years was a significant leap. The capacity of the community was built by holding 33 one Day Trainings on School Improvement plan; 40 schools were improved and declared Child Friendly Schools and specially designed learning resource material was distributed among all of them. 29 Child friendly Schools were also provided furniture under this plan. In this initiative, 439 blackboards, 450 floor mats, 266 wall clocks, 72 water coolers, 83 cupboards and 17500 retention kits were provided to needy students in 639 government girls and boys schools.

Disaster Preparedness & Response

Disaster Preparedness and Response Department (DPRD) pursues its overall aim 'to generate knowledge through piloting and modeling projects and programming for implementation of disaster response and risk reduction strategies'. DPRD designs and implements emergency, early recovery and risk mitigation projects, focusing on research, trainings and service delivery efforts in disaster prone areas across Pakistan. DPRD is managed by a team of professionals, having pertinent expertise, skill-sets and competencies.

As the aftermath effects of 2010 floods were still rampant, the national economy and human survivors were finding it difficult to restore to normal life, another spell of rain-fed floods in 2011 ripped the remaining social and physical infrastructure in Sindh. The unprecedented rains in lower parts of Sindh province coupled with poor infrastructure caused floods that swept away standing crops and mud houses in eight districts. The 2011 floods claimed 199 human lives, injured 1,072 people, fully or partially damaged 1,098,720 houses and affected a total of 7 million people.

In the wake of 2011 floods, for 39 consecutive days, the government of Pakistan failed to realize the gravity of the situation on ground to launch an appeal for international help. However, these 39 days were extremely crucial in terms of providing speedier rescue and relief services to reduce the impact of damage. The situation on ground was chaotic, as it posed serious challenges to the local humanitarian agencies in terms of their capacity to handle local needs and demands. The lack of trust between the donor fraternity and the government



Social Justice

Case Study -10

Timely intervention by Health Monitoring Committee (HMC) - Mianwali in Rural Health Centre (RHC), Waam Bachraan, abated the miseries of the local community who were exploited by the doctor and paramedical staff of the centre. These miscreants guised as healthcare officers, in a bid to generate more income, discouraged the patients from visiting the health care centre. The patients were treated free of cost on an entry token of Rs.2 but they were provided substandard services. The health care staff persuaded the poor patients to get treatment from private doctors at an average cost of Rs. 2500, assuring them that they would be given quality services. To halt the exploitation, some locals approached the HMC members and registered their complaints. The committee took notice and by effective measures and political intervention, basic healthcare facilities were improved and a warning was given to the staff. Now, the locals are provided primary healthcare including maternal care at a cost of only Rs.2. Moreover, the committee also addressed the issue of unhygienic water supply at RHC Waam Bachraan.

delayed the international assistance, but the situation was further aggravated by government's refusal to allow expatriates to visit the affected areas.

In these circumstances, utilizing its own resources, SPO started conducting relief activities in Badin, where food, clean drinking water and medicines were provided to worst affected families. Before the government's appeal for international assistance, SPO had already provided assistance worth 11 million PKR, in district Badin.

During 2011-12, 10 emergency and early recovery projects worth 244.516 million PKR were implemented in districts, namely, Badin, Kashmore, Umerkot, Dadu, Mirpur Khas, Matiari, Tando Mohammad Khan, Tando Allay Yar, Thatta and Nawabshah in Sindh. A total of 60175 families were direct beneficiaries of these projects. The funding partners of these projects included CAFOD, UNICEF, Oxfam GB, Oxfam Novib, Islamic Development and Relief Foundation (IDRF) - Canada, and UNDP. The thematic focus of these projects was mainly on Development of Community Infrastructure, Education, WASH, Shelter, Building Disaster Resilience, and Food.



Social Justice

Case Study -11

Rubina, at a tender age of 19 is successfully running a literacy centre in Waam Bachran, District Mianwali. She is the first female from her village to collaborate with a civil society organization, Rubina faced severe opposition from her community but she remained resolute and was fortunate to have the support of her father and brothers. After the first REFLECT cycle, Rubina was awarded Rs. 80,000 under Livelihood Grant support program to establish a training centre for women. However, her success alarmed many in the village and a group of young boys accused her of prostitution, spreading ugly rumors about NGO's exploitation of girls for favors in exchange of cash. As the rumors spread, many students stopped coming to the Centre, out of fear of being accused of the same charge. Undeterred by the accusations, Rubina utilized her learning from the training on 'Gender Roles', and filed a complaint against the boys under Section 509 for harassing her and her family. The matter was taken up by the local police and the boys eventually apologized to Rubina and her family.

SPO Emergency/Early Recovery Response of 2011-12 Floods

Province	District	Project Title	Scope of work	Beneficiaries	Donor
Sindh	Badin	Food Security of Disaster Survivors in Badin	Food Provision of culturally sensitive and acceptable food basket for the 2500 families of 2 UCs of Badin district	2500 (families)	CAFOD
	Kashmore	Enabling disaster resilience through provision of economic empowerment	Disaster Resilience Enhancing disaster resilience through establishing enterprises and provision of in-direct local investment in DRR activities identified and prioritized by local communities.	Direct beneficiaries: 180 Families In-direct beneficiaries: 76792 population of 3 UCs	CAFOD
	Umar Kot	Community Shelter Project	Shelter 200 most affected/ vulnerable families are living in transitional shelters and 200 most affected/vulnerable saved from cold weather	200 families	CAFOD
	Dadu	WASH services for disaster survivors of floods 2012	WASH Provision of WASH services for flood affected population 200 water pumps installation, 30 laundry spaces, 2000 H&H kits	2000 families	Islamic Development and Relief Foundation- Canada
	Mirpur Khas	To protect flood affected families from severe weather	Shelter Provision of shelter material for 475 families in MP Khas	475 families	Islamic Development and Relief Foundation- Canada
	Matiari	To control water borne diseases for flood affected population of district Mitari	WASH Wash services for 30000 families in district Matiari. 30000 H&H Kits, 1000 latrines, 1000 hand pumps	30,000 families	UNICEF
	Tando Mohammad Khan/Tando Allay Yar	WASH relief assistance for flood affected communities of both districts	WASH WASH services for 10000 families in TMK/TAY	10,000 families	OGB
	Tando Mohammad Khan	Community restoration through WASH services and provision of CFW grants	WASH WASH services for 5000 families, 5000 mosquito nets, 5000 H&H kits, 5000 CFW beneficiaries	10000 families	Oxfam Novib
	Thatha	Integrated Restoration of community livelihoods (I-REAP)	This project was designed and implemented against 2010 floods. With integrated approach and nature, the project was focused on enhancing the capacities of communities, local institutions, and provisions of grants, vocational training and repair of local educational infrastructure.	5000 families	UNDP
Nawabshah	Basic education services for flood affected children	Education Engaging flood affected children through the formation of Temporary Literacy Center in the district	30000 (children)	UNICEF	

Challenges

The volatile security situation has scarred the entire country, especially the provinces of Khyber Pakhtunkhwa and Balochistan. Militant attacks on security personnel, their installations, public and private places continued unabated during 2011-12. Moreover, ethnically motivated target killings also kept the fears alive among the civilian populace. Towards the end of January 2012, a intensity in violence was witnessed in KPK. The Regional office of SPO in Peshawar reported that activities were being restricted owing to various incidents of bombing and target killing. Violence also escalated in areas like Kurram, Orakzai, Hangu Khyber Agency and Kohistan. The unending violence has badly affected the civilian population of the province. They being the direct victims or affectees have lost sense of security and have been deprived of mobility. Owing to the poor law and order situation, industrialists are moving their businesses to other places and rendering the local workforce jobless. Continuous rocket and bomb attacks on provincial capital and other locations in the province have had adverse psychological effects on children, and young adults. NGO's mobility and operations in Khyber Pakhtunkhwa are closely monitored and restricted. Foreign team members are required to obtain No Objection Certificate (NOC) and government's stringent guidelines for the purpose of travel and mobility are to be followed. Local NGO staff mobility is also restricted owing to the enquiries made by the security forces such as their demand to furnish NOCs and justification for field trips. At times, the security forces refer field staff travelling to program areas to their higher authorities for clearance. It subsequently makes travel/access to the field virtually impossible. Uncertainty and law and order situation of the province has badly hampered the field activities, and as a consequence the overall program performance.

Social Justice

Case Study -12

SPO's interventions in its quest to develop a democratic and socially just society are not only limited to its partner organizations but also to all its peer organizations struggling for the attainment of this common goal. In one such instance, POs that were member of CSN-Hyderabad mobilized all the civil society entities at the provincial level in order to protest against the atrocities of a local MNA who in an attempt to take illegal custody of relief items from a local NGO, physically assaulted the in-charge of this NGO and his uncle, a retired school teacher. Under SPO's leadership, the civil society held province-wide press conferences against the MNA. This in turn forced him to publicly apologize at a press conference for his illegal action.

Similar security issues were experienced in FATA and Balochistan during 2011-12. Long imposition of curfew in some parts of FATA and shutter down strikes in Turbat and Quetta impede the activities and hence the consequent low performance of these regional offices. SPO's regional office in Turbat remained closed for most of the time, owing to the calls for shutter down strikes. All government offices, banks and NGOs were forced by the anti state elements to keep their offices closed. Apart from that, office building of a local organization, that once received technical assistance from SPO, was set ablaze by the miscreants, when it didn't comply with their demand to close down its office on their call for strike.

More recently, three official vehicles were stolen from the Quetta office. However, due to SPO's Security Policy that requires installation of tracker devices in all its vehicles, the cars were fortunately recovered. These life

Peace and Social Harmony

Case Study -

Balochistan is a conflict-ridden region where there is a serious divide between the local political forces and the federation, i.e. state, who have been at odds against each other for decades now. Over the time, the void between these two has deepened to such an extent that some of the local aggrieved political forces have embarked upon armed separatist movements. While the current political turmoil can be attributed to numerous state and non-state elements, one factor that clearly stands out is the lack of development opportunities for citizens of the province which further aggravated the already volatile situation. The launching of 'Aghaz-e-Huqooq-e Balochistan' and substantial raise in the share of the province in the 'National Finance Commission Award' were two initiatives by the federation that aimed to reintegrate the deviant forces with the mainstream political process. These efforts by the federation didn't bring forth the desired fruits, as the powers and resources devolved from the possession of 'federal elite' to the 'provincial elite', leaving the majority i.e. general masses with yet another sense of deprivation and discomfort. In view of this, SPO's regional arms i.e. program teams based in Turbat and Quetta, worked relentlessly with nationalist and local chapters of national political parties, to eventually succeed in getting them to sit together and share each other's views, in a bid to demonstrate collective resolve for undertaking concrete measures to ensure true devolution of rights and powers to the lowest tier i.e. the masses. The National Level Consultative Workshop on strengthening the federation to ultimately heal the wounds of the aggrieved province of Balochistan. It was attended by the top tier leadership of ANP, Hazara Democratic Party, Balochistan National Party, Pakhtunkhwa Milli Awami Party, PML (N) etc. This was a major breakthrough in the history of Balochistan where 'governance of citizen disengagement' and 'politics of hatred' has unfortunately been one the popular slogans of the state and local political forces.

threatening situations are a snapshot of the overall risks that SPO's teams come across constantly during their endeavors to promote peace and harmony, social justice, and values of good governance in society.

The security situation is continuously deteriorating and fear continues to prevail. Exposure of SPO's team to potential threat from extremist elements is also a constant risk. With the ever increasing risk of suicide bombings or kidnappings, events are organized in consultation with SPO's partner organizations. The Regional offices remain vigilant about any uncertain situation developing in their area. In case of security risk, either the official activities are postponed until the hazard neutralizes, or if necessary, the activities are rescheduled without prior public disclosure. Activities and field visits are planned by following all security protocols of the organization in order to avoid any untoward incident which might put SPO staff and its partners in harm's way. Furthermore, linkages developed with the local law enforcement agencies help the field staff to avoid unforeseen circumstances.

Conscious efforts are made to align the government authorities with the agenda and seek their support for successful implementation of program activities. However, the level of support from the government functionaries varies from time to time, and region to region.

Peace and Social Harmony

Case Study -

Christian Farmer Development Organization (CFDO), member of Sanjhok CSN (SCSN), resolved a water dispute between Muslim and Christian community. A tube-well was installed by a Christian community member which was catering to the needs of both Muslim and Christian communities in the area. Over the years, due to diminishing flow of the tube-well, needs of both communities were not being fulfilled. Some miscreants from the Muslim community cut-off water supply to the Church and Christian graveyard, with added threats to cut off their domestic supply as well. The situation took a volatile turn when armed members of both communities threatened each other of severe consequences. CFDO requested SCSN to mobilize its resources and contain the situation before it blows out of the proportion. Upon their request, SCSN organized a dialogue on inter-faith harmony in which religious leaders from both communities were invited. The issue was deliberated upon and subsequently resolved peacefully leading to the reinstatement of water supply to the Church and Christian graveyard. Another major achievement of CFDO was the successful resolution of a land dispute between Mr. Aslam (Muslim) and Mr. David (Christian), residents of Chak 26m. Mr. Aslam, despite being wrong, accused Mr. David of violating the agreed upon terms of the land deal between them. Upon becoming aware of the conflict, CFDO, formed a committee to resolve the case. After hearing both sides, the committee passed the ruling in favor of Mr. David, who regained the possession of his land.

Opportunities

SPO believes that stable democratic institutions are better prepared to steer the state and guide citizens in the most desirable direction. It is important that democratic processes thrive alongside stability and security. The absence of stability hampers state's ability to protect the rights of common man, provide equal economic opportunities and maintain law and order. The donors' faith in SPO has been the key to its continued engagement with individuals, communities and institutions working towards realization of democratic values, peace and stability and social justice in society. However, there is quite a lot that needs to be accomplished to realize ultimate normalcy, peace and value for justice in society. The change effected by the state institutions and civil society actors thus far is not sufficient enough to create desired level of impact on the larger picture or the overall horizon of the country.

SPO has been working towards building capacities of and fostering linkages between civil society and state institutions to promote democratic norms in society. However, there is still a long way that SPO and other Civil Society actors will have to go to reach their ultimate destiny of a democratic Pakistan. In the years to come, the most burning issues affecting the lives of common people including energy crisis, inefficient public health and education systems, denial and violation of women rights, and social exclusion of the low-income class and minority groups, need to be addressed in a systematic, meaningful and desirable manner to avoid further frictions and the feeling of despondency in society. Considering that general elections 2013 are around the corner, bringing citizens and state institutions together to reform the electoral process is another important area that must be addressed to optimize the outcomes. CNIC and voter registration will continue to lie at the heart of these initiatives aimed at augmenting democratic norms and practices in society.

Peace and Social Harmony

Case Study -

Killi Ismaili is a socially backward area in District Quetta, which is notorious for its rampant drug dealings which have gravely affected the lives of many youngsters. Youth Educational Society (YES), held corner meetings with youth from the area to create awareness about the evils of drug abuse. Moreover, the organization conducted meetings with the local officials and police to take measures in countering the spread of drug abuse in the area. The police supported YES who cracked down various drug warehouses. These actions had a positive effect on criminals and the youth is now cognizant of the dire consequences of drug use. YES supported three-month long rehabilitation of 13 boys, six of them have now recovered completely. The organization also provided computer and language training courses to the boys during their rehabilitation phase and organized a sports day to encourage them to channel their energies in productive activities.

Linkages

During this year, 127 networking events were conducted all across Pakistan. The primary objective of these events was to create opportunities for SPO's partner organizations to build linkages and seek partnerships with sectoral, regional, provincial and national networks, forums and organizations. As part of its program mandate, SPO harnesses networks of people and individuals working towards the realization of equal rights for all in society. These networking events allow various civil society actors to draw on each other's strengths, as organizations and forums pursuing similar objectives, form alliances to undertake informed and purposeful lobbying, advocacy and sensitization campaigns involving citizens, civil society, government departments and research and policy circles.

In Pakistan, the denial of 'right to have rights' has been causing volatility and conflicting behaviors, both, within and between state organs and citizenry groups. In view of this, through its partners, SPO has been, especially working with dispossessed school and health communities and neglected rural and urban areas. SPO is a member of the Steering Committee for Disaster Risk Reduction (DRR) that advises the government on matters pertaining to emergency relief, early recovery and rehabilitation. SPO has been serving in advisory capacity on numerous platforms, such as, provincial and national consultations by the civil society, state institutions, national and international donors on human rights violations, local governance, peace building and pre and post disaster situations. SPO works with over 3500 civil society entities including mainstream political parties, labor unions, media and teachers associations, think tanks, research and policy institutes, and other local non-governmental organizations.

SPO is/has been an active member of following CSNs. It is worth mentioning here that SPO founded and hosted for sometime some of the most vibrant networks in the list given below:

- Founding Member Insani Haqooq Ittehad (IHI): hosted the secretariat for 2 years
- Founding Member We-Can Campaign - It is a network of over 450000 change-makers which is implemented in 35 districts across the country. During the reporting year, We-Can Campaign's national secretariat was hosted by SPO.
- Member of the National Resource Group & BoD - Pakistan Coalition for Education: hosted the secretariat of PEC for 2 years

- Member Child Right Movement (CRM)
- General Body member, and an active partner in project implementation - Free and Fair Election Network (FAFEN)
- Gender Voices Member
- BOD Member - Human Resource Development Network (HRDN)
- Executive Member and hosting the current provincial secretariat - Joint Action Committee Karachi, Sindh
- Member Disaster Management Committee - National Disaster Management Authority (NDMA)
- Member NGO Committee for Relief and Rehabilitation of Flood affectees
- Member BoD Pakistan Coalition for Free and Fair Elections (PACFREL)
- Member Advisory Committee from Civil Society - Pakistan Human Resource Network (PHRN)
- Member Technical Committee on Tsunami, Cyclone and Ocean related Hazard Management
- Member and host organization in Pakistan - Spate Irrigation Network
- Member BoD Energy Conservation Fund - Federal Ministry of Water and Power
- Member Pakistan National Committee - IUCN
- Member Advisory Council on Environment- Ministry of Science and Technology
- Member President of Pakistan's Committee on Disasters
- Member Project Advisory Committee of Rutgers WFP
- Member Project Advisory Committee: Gender and Social Vulnerability to Climate Change project of SPDC
- Member Technical Committee for a Media Fellowship Project of Rozan
- Member District Technical Committee (DTC)- Population Welfare Department District D.I. Khan, Khyber Pakhtunkhwa
- Member District Agriculture Advisory Council - D.I. Khan, Khyber Pakhtunkhwa

- Member Dera Development Forum (DDF) - D.I. Khan, Khyber Pakhtunkhwa
- Coordinating member of South Punjab NGOs Forum
- Member HuCan (Human Capital Network) a forum formed by a few HR professionals of Islamabad
- Member of Central Executive Committee - National Humanitarian Network
- Member both at regional (Sindh) and national level - Accountability Learning Watch Group (ALWG)
- Organizational Member Active Learning Network for Accountability and Performance (ALNAP)
- Certified Member Humanitarian Accountability Partnership
- Member Pakistan Disaster Risk Reduction (DRR) Forum
- Member National Steering Committee - ONE (UN) WOMEN
- Member Strategic Advisory Group National Shelter cluster - UNOCHA
- Member Advisory Committee - Women Technical College, Qasimabad Hyderabad, Sindh
- Member National Humanitarian Network - Sindh Chapter
- Member Joint Action Committee, Hyderabad
- Member Advisory Committee UN Women Civil Society
- Member BoD Liberal Forum Pakistan
- Member Advisory Council - Voice of New Generation Hyderabad, Sindh
- Member of Sindh Disaster Response Forum
- Member BoD Health and Nutrition Society Hyderabad, Sindh
- Member Community Advocacy Dialogue Forum, Kech - Mercy Crops Hyderabad, Sindh
- Member General Body of All Balochistan Academy, Turbat
- Member Constituency Relation Group (CRG) - Supporting Transparency Accountability and Electoral Processes in Pakistan/ Free and Fair Election Network

- Member Steering Committee Aman Tahreek
- Member Pakhtunkhwa Jamhoori Taroon, Khyber Pakhtunkhwa
- Member Aalami Pukhto Congress, Khyber Pakhtunkhwa
- Member Pak-Afghan Peoples' Forum, Khyber Pakhtunkhwa
- Member Pukhtoon Awareness Movement (PAM), Khyber Pakhtunkhwa
- Member Humanitarian Assistance Network, Khyber Pakhtunkhwa
- Member Provincial Steering Committee - Strengthening Poverty reduction Strategy and Monitoring (UNDP Funded Project), Balochistan
- Focal Organization of "Balochistan Humanitarian Response Network"
- Member "Human Rights Cell" Directorate of Human Rights Pakistan, Balochistan

During this reporting period, Chief Executive of SPO was selected as the board member of Energy Conservation Fund (ECF). On the board of this fund, which is managed by Federal Ministry of Water and Power, are the senior officials of Economic Affairs Division, Ministry of Finance, Ministry of Water and Power, Ministry of Climate Change, and experts from civil society organizations and the private sector.

Board of Directors / General Body

During July 2011 to June 2012, four meetings of the Board of Directors (BoD) and one meeting of the General Body (GB) was held. In these meetings, BoD & GB approved Annual Progress Report, Annual Audit Report, Memorandum of Understanding between SPO and SPO-UK, adoption of a Code of Conduct for the members, Annual Work Plan and Budget and a self-assessment exercise for the members. Other decisions by the board included necessary mapping of district level security related threats and conflicts to devise and adopt strategies to mitigate risk, allocation of 2 million PKR in the budget to ensure swift response to unprecedented natural calamities, amendment in clause 21(b)(ii) of the Articles of Association to co-opt Gilgit-Baltistan and AJK as two separate regions and to bring onboard one male and one female from each of these regions as General Body Members and adoption of Social Value Enterprise model as an extended arm of SPO.

SPO-UK

SPO-UK is a sister organization of SPO and was launched in UK on 1st April 2012. SPO-UK's mission is to work with Pakistani and Asian Diaspora as well as local and other international communities in UK, with a view to promote intra and inter-communal dialogue on mutual harmony, peace and tolerance. It is envisaged that SPO-UK's efforts will ultimately feed forward into the worldwide endeavors for the realization of peaceful communities, groups and societies on the globe. SPO-UK, incorporated under British law, will actualize its mission through parallel engagement with the target audience, both in UK and Pakistan. SPO-UK's area of work shall primarily focus on promotion and protection of human rights, social justice, peace and harmony, provision of health and education services and environment, with women, children and dispossessed groups being at the heart of all interventions. Prominent Pakistani professionals and civil society activists constitute the Board of Trustees of SPO-UK. They include Dr. Tufail Mohammad Khan, Mr. Javed Jabbar, Ms. Sadiqa Salahuddin, Ms. Shaheen Sardar Ali, Mr. Mohammad Rafiq, Mr. Naseer Memon and Prof. Zaffar Bugtti. Since SPO-UK's launch, the board has had number of other consultative meetings with the Pakistani and other Asian Diaspora in UK in a bid to co-opt their views in future program interventions of SPO-UK.

Social Value Enterprise (SVE)

Social Value Enterprise (SVE), an extended arm of SPO will strive to offer subsidized services to the target groups, communities and individuals and redirect its income in the uplift, growth and development of the most disadvantaged and underserved target audience. SVE model hasn't taken off



the ground yet, as the ground leveling work hasn't yet fully finished. Once deployed fully, the SVE model will aim to build capacities of excluded individuals and groups comprising women, girls, youth and minorities in a bid to help them secure their well-being by means of living a decent, respectful, secure and purposeful life. SVE will be setup as a 'Not-for-profit Company Limited by Guarantee', under section 42 of the Companies Ordinance 1984. To start with, SVE will setup state-of-the-art training units across Pakistan, especially in the areas where SPO already has its program activities. SVE's training centers will host, conduct and deliver seminars, conferences, advocacy events, trainings, tailored services in technical advisory capacity, research studies, etc. These priority areas have been identified keeping in view SPO's existing skill-sets, core competencies, experience and comparative advantage at the grassroots. Through SVE's variety of interventions, the broader themes to be addressed shall include HR, DG, RC&A, OM, disaster risk management (preparedness, mitigation and prevention), climate change adaptation and social mobilization.

Management Information System (MIS)

The current reporting year marks a major shift from a conventional project management approach to a more sophisticated and technology driven virtual program planning, implementation, control, monitoring and reporting application, called MIS. With the launch of MIS across all its offices, SPO has now moved from a conventional project management and data archiving mode to a more sophisticated, virtually manageable IT-based application. The application serves multiple purposes i.e. work plan management, online reporting and monitoring, real-time performance evaluations of field/program teams at individual and collective levels, and storage/archiving of field level activity reports, donor reports, discussion papers, research reports, internal and external monitoring and evaluation reports, fact sheets of past projects and programs, volumes of case studies, profiles of SPO's countrywide partner civil society entities, Expression of Interest (EOIs), Concept Notes, Proposals, etc.

The *Work Plan Management* function allows Program Management Unit to allocate in the system, targets for all regions. By comparing these targets with activities actually performed and reported in the application by the regional program team members, the system auto-generates their individual and collective performance reports and forwards them to the program chief, MER Manager, HR Manager and Chief Executive on monthly and quarterly basis. These reports play a pivotal role in assessing the overall scores of the program team members in their annual performance appraisals. The system also auto-generates monthly and quarterly variance analysis reports, which allow the

management to take timely measures for course correction or to pre-empt certain foreseeable deviations or under-achievements in future.

Improving internal management, service delivery and financial management capacities of the partners is at the core of SPO's interventions. Following their trainings on customised capacity enhancement packages, a comprehensive capacity assessment of the partners is undertaken. For this purpose, the feature of '*CBI Assessment*' has been incorporated in MIS, thus gauging partners capacities at three different stages i.e. at the time of engagement (base- line), during the course of building their capacities (mid- line) and after completion of their capacity building and technical assistance cycle (end- line).

Human Resources

The Human Resource function in SPO is being managed at the National Center. To ensure compliance to all policies and procedures, a virtual application, SPO-HRMIS has been in place since 2009. All HR data including Personal and Employment Record of all staff members, online recruitment and placement, issuance of employment contracts, personnel actions, staff benefits handling, payroll maintenance, and performance evaluation of all employees is being managed through this application. During the current year, additional features were introduced in the application to make it more efficient and effective. The virtual/online performance evaluation is one of the new features that enables staff members to enter their, and/or their subordinate's performance evaluation directly in the MIS.

SPO's Human Resource Development (HRD) plan provides a framework for the identification of skill requirements. The senior management understands that without investing in the human resource, success cannot be achieved at any level. SPO management provides equal learning opportunities to its staff members through national and international training courses. During this year, total 19 national trainings were provided to 38 male and 8 female staff members. Moreover, training was provided to 106 staff members at the Program Review Meeting. Considering the needs of some staff, a number of customized trainings were arranged for the entire finance staff (regions included) and for all the Senior Management Committee members for their intellectual capacity building. SPO also supported 13 international trainings for 8 male members and 3 female staff members. In addition, two study grants were also extended to its staff members to enhance their professional qualifications.

Way Forward

Pakistan is going through a critical phase in its history, as a host of contradictions in state and society have begun to unleash ethnic and sectarian violence, terrorism and corrupt governance that have led to widening of the gap. Hence the resultant conflicts between the rich and the poor, citizens and state, different ideological groups, cultures, societies and races. Particularly, during last 10 years, internal and external conflicts have not only impeded the development process, but have also ruined the social fabric within, between and among communities, groups and families across Pakistan.

The political movement of 2008 that culminated in restoration of democracy has made it clear that structural transformation in the country for achieving equality, empowerment, and most importantly, a secure and violence- free environment for all citizens is the need of the day. The development agenda in Pakistan, therefore, needs to promote a culture of good governance, social justice, peace and harmony. Failure of the state in ensuring and protecting basic citizenry rights and ever-worsening law and order situation along with crippling economic conditions have caused perpetual discontent and sense of deprivation among rural communities, low-income class, religious and ethnic minorities and women and youth. The need to work towards the elimination of this multi-faceted crisis facing Pakistan can no longer be denied, nor can a delayed action in this connection be afforded. These issues may be effectively dealt with, by truly engaging the citizens within and around a process of their own reforms. Absence of concrete measures may lead to a situation predominant with large scale political, social and economic instability.

SPO's experience over the past many years indicates that community-based organizations must be empowered to combat conflicts through the means of harnessing and preaching values of harmony, peace, justice and good governance.

Driven by its vision to bridge the gap between micro level realities and macro level policy and program responses, SPO undertook most of its interventions at district and federal level in the past. But with the implementation of 18th Amendment, it has become imperative for SPO to concentrate at Meso level (i.e. provincial level) as well. In view of this, SPO has accelerated its efforts towards engaging provincial governments more meaningfully and proactively.

While SPO has made significant inroads for the creation of an informed and socially responsible citizenry in the target areas, co-opting new partners and building capacities of new and existing partners will be extremely crucial to counter attitudes, perceptions and practices that have caused, and are likely to cause further frictions within societies, sectarian groups and political parties in

the future. In light of this, SPO will seek to strengthen its citizens' voice and accountability program to inspire and mainstream more communities, groups and families in actualizing their own rights and rights of others. SPO will continue to work with mainstream political parties, civil society entities at the grassroots, provincial and national levels, and elected political leadership and government officials at national, provincial and local levels to strengthen and support democratic institutions, values, cultures, practices and behaviors on either sides of the governance equation, i.e. citizens' voices vis-à-vis states responses.

SPO will also seek to ensure that future initiatives involving its partners have a neutral or positive effect on the on the landscape of the country. SPO's membership and engagement with IUCN and other related organizations and networks will continue to forge its efforts in this direction.

Financial Statement

STRENGTHENING PARTICIPATORY ORGANIZATION
BALANCE SHEET
As of June 30, 2012

	Note	2012 -----Rupees-----	2011
ASSETS			
NON-CURRENT ASSETS			
Property and equipment	5	92,901,320	70,888,196
Intangibles	6	415,105	551,390
		93,316,425	71,439,586
CURRENT ASSETS			
Advances	7	397,850	1,772,187
Grant receivable against operating activities	11	57,365,199	69,058,271
Deposits and short-term prepayments	8	4,206,363	4,837,909
Interest accrued		306,965	162,205
Other receivables		5,303,671	6,925,451
Taxation - net	9	2,558,851	2,288,786
Cash and bank balances	10	291,248,094	263,136,886
		361,386,993	348,181,695
TOTAL ASSETS		454,703,418	419,621,281
FUNDS AND LIABILITIES			
FUNDS			
Unrestricted funds		196,323,172	149,446,322
NON-CURRENT LIABILITIES			
Deferred grant against operating activities	11	143,647,995	190,912,142
Deferred grant against purchase of fixed assets	12	36,315,669	34,237,644
		179,963,664	225,149,786
CURRENT LIABILITIES			
Accrued and other liabilities	13	78,416,582	45,025,173
TOTAL FUNDS AND LIABILITIES		454,703,418	419,621,281

The annexed notes from 1 to 23 form an integral part of these financial statements.

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CHIEF EXECUTIVE

CHAIRPERSON

**STRENGTHENING PARTICIPATORY ORGANIZATION
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2012 -----Rupees-----	2011
INCOME			
Grants	14	710,556,340	897,944,359
EXPENDITURE			
Programme activities:			
Programme expenses	15	(375,081,047)	(385,958,721)
Grants to Community Based Organizations (CBOs)/others	16	(247,066,357)	(443,196,852)
		(622,147,404)	(829,155,573)
Administrative expenses	17	(67,325,771)	(49,162,343)
Other operating expenses	18	-	(435,157)
OTHER OPERATING INCOME	19	27,112,174	15,827,373
SURPLUS FOR THE YEAR		48,195,339	35,018,659
Taxation		(1,318,489)	-
NET SURPLUS FOR THE YEAR		46,876,850	35,018,659

The annexed notes from 1 to 23 form an integral part of these financial statements.

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CHIEF EXECUTIVE



CHAIRPERSON