



اداره استحکام شرکتی ترقی

**20 years**  
1994 - 2014  
Empowering Communities



# ANNUAL REPORT

July 2012-June 2013



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## Contents

<b>Acronyms</b> .....	5
<b>Message from the Chairperson</b> .....	7
<b>Message from the Chief Executive</b> .....	8
<b>Origin, Values and Governance of SPO</b> .....	9
<b>Thematic Focus</b> .....	14
<b>Key Achievement</b> .....	16
<b>Democratic Governance</b> .....	16
<b>Peace and Harmony</b> .....	26
<b>Social Justice</b> .....	30
<b>Gender Justice</b> .....	37
<b>Humanitarian Response</b> .....	38
<b>Institutional Strengthening</b> .....	41
SPO Marking 20 Years .....	41
Linkages and Networking .....	41
SPO-UK .....	43
Social Development Enterprise .....	44
Board of Directors/General Body .....	44
Management Information System (MIS) .....	45
Human Resource Development .....	45

**Challenges** ..... 47

**Opportunities** ..... 48

**Lessons Learnt** ..... 49

**Way Forward** ..... 51

**Registration Certificate** ..... 52

## Acronyms

AAC	AAWAZ AAGAHl Centre	DFID	Department for International Development
AJK	Azad Jammu and Kashmir	DG	Democratic Governance
ALNAP	Active Learning Network for Accountability and Performance	DHMC	District Health Monitoring Committee
ALWG	Accountability Learning Watch Group	DP&M	Disaster Planning and Management
AUF	AAWAZ Union Forum	DPM	Disaster Preparedness Mechanism
AVF	AAWAZ Village Forum	DPO	District Police Officer
AWRG	AAWAZ Women’s Resource Group	DPRD	Disaster Preparedness and Response Department
BCC	Behaviour Change Communication	DRO	District Returning Officer
BCS	Beneficiary Communication Section	DRR	Disaster Risk Reduction
BHC	British High Commission	DSC	District Steering Committee
BHRN	Balochistan Humanitarian Response Network	DTC	District Technical Committee
BoD	Board of Directors	DTP	Dehi Taraqiati Project
CAFOD	Catholic Agency For Overseas Development	ECF	Energy Conservation Fund
CAT	Convention Against Torture	ECP	Election Commission of Pakistan
CBDRM	Community-Based Disaster Risk Management	EMC	Education Monitoring Committee
CBO	Community-Based Organization	EOI	Expression of Interest
CE	Chief Executive	EVAWG	Ending Violence Against Women and Girls
CIG	Common Interest Group	EVI	Extremely Vulnerable Individual
CO	Community Organization	FAFEN	Free and Fair Election Network
CPI	Community Physical Infrastructure	FATA	Federally Administered Tribal Areas
CR	Conflict Resolution	FOI	Freedom of Information
CRG	Constituency Relations Group	FGD	Focus Group Discussion
CRM	Children’s Rights Movement	FR	Frontier Region
CSN	Civil Society Network	GB	General Body
CSO	Civil Society Organization	GCG	Gender Core Group
DAI	Development Alternatives Incorporated	GPS	Global Positioning System
DCSN	Daman Civil Society Network	HAP	Humanitarian Accountability Partnership
DDF	Dera Development Forum	HMC	Health Monitoring Committee
DDMA	District Disaster Management Authority	HR	Human Resource
DEC	District Election Commissioner	HRs	Human Rights
DEMC	District Education Monitoring Committee	HRDN	Human Resource Development Network
		HRDs	Human Rights Defenders

HRF	Human Rights Forum		Authority
HuCaN	Human Capital Network	PHRN	Pakistan Human Resource Network
ICGA	Institutional Capacity Gap Assessment	PPAF	Pakistan Poverty Alleviation Fund
ICMC	International Catholic Migration Commission	PRHN	Pakistan Reproductive Health Network
ICU	Intensive Care Unit	PSC	Provincial Steering Committee
IDRF	International Development and Relief Foundation	PWG	Policy Working Group
IEC	Information Education and Communication	RC&A	Research Campaigning and Advocacy
IHI	Insani Huqooq Ittehad	RHC	Rural Health Centre
IIWws	Initiation of Issues Identification Workshops	RO	Returning Officer
IUCN	International Union for Conservation of Nature	SHO	Station House Office
IOM	International Organization for Migration	SMS	Short Message Service
KP	Khyber Pakhtunkhwa	SNGPL	Sui Northern Gas Pipelines Ltd.
LC	Literacy Centre	SPDC	Social Policy and Development Centre
LEP	Livelihood Enhancement and Protection	SPM	Sectoral Planning and Management
LSO	Local Support Organization	SPRSM	Strengthening Poverty Reduction Strategy and Monitoring
LWRP	Local Women Resource Person	STAEP	Supporting Transparency Accountability and Electoral Processes in Pakistan
LTEOOP	Long Term Election Observation and Oversight in Pakistan	SPO	Strengthening Participatory Organization
MAs	Masalihati Anjumans	SVE	Social Value Enterprise
MDGs	Millennium Development Goals	ToR	Terms of Reference
MNA	Member of National Assembly	ToT	Training of Trainers
MNH	Maternal and Newborn Health	UC	Union Council
MPA	Member Provincial Assembly	UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
NADRA	National Database and Registration Authority	UNW/CSAG	United Nations Women/ Civil Society Advisory Group
NDMA	National Disaster Management Authority	USAID	United States Agency for International Development
NGO	Non-Government Organization	V&A	Voice and Accountability
NHN	National Humanitarian Network	VAWG	Violence Against Women and Girls
NRO	National Rifahi Organization	VDP	Village Development Plan
OM	Organizational Management	VO	Village Organization
PAM	Pakhtun Awareness Movement	WAF	Women's Action Forum
PCE	Pakistan Coalition for Education	WAPDA	Water and Power Development Authority
PACFREL	Pakistan Coalition for Free and Fair Elections	WASH	Water, Sanitation and Hygiene
PCP	Pakistan Centre for Philanthropy	WG	Women Group
PDC	Participatory Development Coalition	WO	Women Organization
PDMA	Provincial Disaster Management	WPF	Women Protection Forum
		WPN	Women Protection Network

## Message from the Chairperson

2013 has been another thriving year for Strengthening Participatory Organization (SPO) as our success over the previous two decades depicts the ever increasing translation of our mission, values and goals into reality. As the Chairman, I am proud of the fact that we strive to strengthen our structure and improve our practices constantly for a better and transparent organization. The Board is pleased to continue to collaborate with the able management of the organization in working towards achieving higher goals.

This year we are pleased to be working with a wider range of dedicated and compassionate individuals and organizations, while continuing to build on our accumulated achievements from the past. SPO has ventured into new thematic areas under the umbrella of 'AAWAZ Strengthening Voice and Accountability Programme in Pakistan', in a bid to reach out to more susceptible individuals, families, groups and communities, particularly women, minorities and other excluded groups. The programme envisages a stable, tolerant, inclusive, prosperous and democratic Pakistan, and is uniquely positioned to create synergy with, complement and build on existing similar initiatives to maximize the end outcome. The programme views democracy through a holistic lens and, therefore, aims to contribute to women's political empowerment, resolution of conflicts and disputes across communities it works with, and help ensure better public service delivery in the areas of health and education through citizens' informed and active engagement. Along with SPO's other ongoing projects, AAWAZ will be one of the largest programmes SPO will be implementing in the next 5 years, in 7,000 villages and urban communities of 45 districts with a consortium of 5 leading

Pakistani rights-based organizations.

On behalf of the Board, I would like to extend a heartfelt thank you to all of our committed donors, partners, stakeholders, BoD, General Body and the staff members.

Our success lies in the community's success. With such undying support from all, SPO is ready to move ahead of the challenges to accomplish far reaching results in 2014 and beyond. To my fellow Trustees, it has been an honour to serve you as the Chairperson, and I am very proud to be a member of this team.

Thank you for your continued support.



**Dr. Tufail M. Khan**



## Message from the Chief Executive



In 1994, SPO was transformed from the 'Pak-Canada Small Projects Office' into a national not-for-profit institution, with a goal to strengthen and support community organizations and public interest institutions for the sustainable development of dispossessed individuals, families and societies. With SPO's 20th anniversary around the corner, I feel extremely gratified to have been part of such an enriching and inspiring institution, as the CE, for over three years. SPO has not only broadened the scope of its work during these years but has further deepened the level of engagement with grassroots communities, women, minorities, local civil society entities and public institutions.

Over the past one year, SPO's thematic focus on the citizen's engagement component has cascaded from the district to the grassroots level. With this broader spectrum of audience and outreach available, SPO has enabled itself to strengthen local voices for demand articulation on basic human rights as delineated in the Constitution of Pakistan and the international covenants ratified by Pakistan.

With the launch of the AAWAZ programme, SPO's focus on the district level stakeholders, i.e. rights-holders (mostly the district leadership) and duty-bearers has extended to the village level engagement with formal and informal leadership, and the general public. Resultantly, SPO's programmatic focus on the conflict resolution component has a larger magnitude now. Under the conflict resolution component, focus on district level disputes carrying potential to trigger serious conflicts, has now trickled down to the village

level interventions on decades and centuries old tribal, religious, sectarian and ethnic disputes. With this, SPO is now geared up to seek amicable and lasting solutions to the disputes and conflicts at the grassroots in order to shift local communities' focus and energies to their real developmental needs and priorities.

The gender component, which used to be treated as a cross-cutting theme, has also emerged as a direct focus area of SPO, with grassroots interventions designed to enhance women's political participation. The village level interventions designed and delivered to strengthen women's voices, provide a platform to harness enhanced recognition and receptivity for women's participation in social, economic and political affairs, equally, freely and meaningfully.

SPO believes itself to be a learning organization and therefore aspires to further sharpen its research, project design, development, management, monitoring and reporting, and human resource management capacities, in a bid to achieve excellence. SPO seeks to strengthen the virtual planning, management, monitoring and reporting application being implemented across all SPO offices currently in a bid to make it more viable and result-oriented. SPO intends to further invest its energies at the grassroots for promoting peace, resolving conflicts, cultivating democratic and gender just values, and strengthening citizens and state level institutions to work together for a desired change in the society.

SPO credits its success to its programme partners for their commitment, its funding partners for their unwavering support, and the volunteers and staff for their relentless dedication and perseverance in pursuing SPO's mission. Lastly, my heartfelt gratitude to all those who support SPO's vision for a just and tolerant society characterized by the truest essence of democracy and good governance.

**Naseer Memon**

## Origin, Values and Governance of SPO

In 1993, the Small Projects Office of the High Commission of Canada in Pakistan, a small-scale initiative established in 1987 in collaboration with the Government of Pakistan and ably led first by Dr. Remelt C. R. Hummelen and next by Mr. Ralph McKim of Canada invited three leading development practitioners of Pakistan, namely Dr. Tariq Banuri, Ms. Ferida Sher and Mr. Javed Jabbar to help transform the Small Projects Office into an authentically indigenous organization entirely comprising and led by citizens of Pakistan. A transition programme and development plan for the new entity was prepared and implemented after extensive deliberation. The three co-founders of the new SPO, in turn, identified and invited a group of prominent persons from across the country to become members of the first General Body of SPO.

The core principles identified as the founding values of the new organization named “Strengthening Participatory Organization” (to maintain continuity with the original acronym of SPO) have been carefully sustained and reinforced by consistent application over the past two decades.

The foundational values of SPO are:

1. Equality of participation in membership of the General Body and Board of Directors of SPO from all four Provinces and participation from other areas, e.g. Federal Capital Territory.
2. Representation in such membership of diverse disciplines related to development and human rights.
3. Gender equality and equity.
4. Practice of democratic principles and processes.
5. Holding of individual offices in the Board of Directors such as Chairperson and Vice-Chairperson by rotation between provinces while ensuring individual capacity for rendering such responsibilities.
6. Maintaining a fine balance between, on the one hand, stewardship and oversight through Policy Guidance by the General Body and the Board of Directors without, on the other hand, becoming obstructive and micro-managerial.
7. Enforcing strict compliance of the code of conduct by volunteer members so as to prevent misuse of facilities and resources.
8. Encouraging participation in the General Body, Board of Directors and management of individuals from religious and ethnic minorities on the basis of merit and competence.
9. Convening quarterly meetings of the Board of Directors, as often as is practical, at locations in all four provinces rather than the National Centre of SPO in Islamabad exclusively, in order to maintain contact with partner communities and organizations at the grassroots level.
10. Inflexible practice of optimal transparency and accountability in all financial aspects of the organization.

The internalization of the above-mentioned foundational values has supported the dedicated and capable full-time Management team at SPO to steadily and successfully expand and coordinate the significant growth of SPO over the past twenty years.

The names of the members of the General Body, seven Boards of Directors elected to date, Chairpersons, Vice-Chairpersons and Chief Executives of SPO between 1994 and 2013 are listed below.

### **Members of the General Body of SPO, 1994 onwards**

1. Ms. Nilufer Abadan
2. Ms. Tahira Abdullah
3. Raja Mohammad Afsar
4. Prof. Dr. Karamat Ali
5. Mr. Mohammad Amin
6. Ms. Parveen Akhtar
7. Dr. Tasleem Akhtar
8. Dr. Wasim Azhar
9. Ms. Naheed Aziz
10. Dr. Qurat-ul-Ain Bakhteari
11. Dr. Taj Baloch
12. Dr. Tariq J. Banuri
13. Ms. Usha Barkat
14. Mr. Vincent A. David
15. Ms. Kalpana Devi
16. Sister Naseem George
17. Ms. Parveen Ghauri
18. Mr. Mohammad Riaz Gondal (Late)
19. Mian Ijaz-ul-Hassan
20. Ms. Neelam Hussain
21. Ms. Rasheeda A. Husain
22. Mr. Javed Jabbar
23. Mr. Iqbal Jafar
24. Dr. Baela Raza Jamil
25. Prof. Ms. Tanveer Junejo
26. Ms. Aban Marker Kabraji
27. Mr. Harris Khaliq
28. Ms. Farhat Khan
29. Mir Haji Jalal Khan (Late)
30. Mr. Omar Asghar Khan (Late)
31. Dr. Shaheen Sardar Ali Khan
32. Dr. Tufail Mohammad Khan
33. Mr. Waris Khan (Late)
34. Mr. Izzat Aziz Kurd
35. Dr. Allah Daad Luni
36. Ms. Arifa Mazhar
37. Mr. Nazar Hussain Mehr
38. Dr. Husna Memon

39. Mr. Naseer Ahmed Memon
40. Ms. Rakhshanda Naz
41. Mr. Noor Ahmed Nizamani
42. Ms. Farida Tahir Nowsherwani
43. Dr. Hafiz Pasha
44. Mr. Saifullah Khan Piracha
45. Ms. Aliya Rab
46. Mr. Mohammad Rafiq
47. Sayed Ibadullah Rashdi
48. Syed Abid Rizvi
49. Ms. Sadiqa Salahuddin
50. Dr. Suleman Shaikh
51. Ms. Ferida Sher
52. Ms. Zarnigar A. Tayyib (Late)
53. Mr. Reginald Dennis Williams
54. Ms. Zeenat Yaqoub Yousafzai
55. Ms. Shahla Zia (Late)

### **Members of the Board of Directors SPO, 1994**

1. Dr. Tariq J. Banuri, Chairperson (NWFP)
2. Ms. Rasheeda Akhlaque Hussain, Vice-Chairperson (Sindh Province)
3. Dr. Wasim Azhar, Member (Punjab Province)
4. Dr. Qurat-ul-Ain Bakhteari, Member (Balochistan Province)
5. Mr. Vincent A. David, Member (Punjab Province)
6. Mr. Javed Jabbar, Member (Sindh Province)
7. Ms. Farhat Khan, Member (NWFP)
8. Mir Haji Jalal Khan, Member (Balochistan Province)
9. Mr. Saifullah Khan Paracha, Member (Balochistan Province)
10. Ms. Ferida Sher, Member (Punjab Province)
11. Ms. Zarnigar A. Tayyib, Member (NWFP)
12. Ms. Shahla Zia, Member (Federal Capital Area)
13. Chief Executive: Dr. Suleman Shaikh (ex-officio)

### **Members of the Board of Directors SPO, 1994-1997**

1. Mr. Javed Jabbar, Chairperson (Sindh Province)

2. Ms. Farhat Khan, Vice-Chairperson (NWFP)
  3. Dr. Tasleem Akhtar, Member (NWFP)
  4. Prof. Dr. Karamat Ali, Member (Punjab Province)
  5. Mr. Mohammad Amin, Member (Balochistan Province)
  6. Dr. Qurat-ul-Ain Bakhteari, Member (Balochistan Province)
  7. Dr. Baela Raza Jamil, Member (Punjab Province)
  8. Mr. Omar Asghar Khan, Member (Federal Capital Area)
  9. Dr. Tufail Mohammad Khan, Member (NWFP)
  10. Mr. Noor Ahmed Nizamani, Member (Sindh Province)
  11. Syed Abid Rizvi, Member (Balochistan Province)
  12. Ms. Sadiqa Salahuddin, Member (Sindh Province)
  13. Ms. Ferida Sher, Member (Punjab Province)
  14. Chief Executive: Dr. Suleman Shaikh (ex-officio)
8. Ms. Farhat Khan, Member (NWFP)
  9. Dr. Tufail Mohammad Khan, Member (NWFP)
  10. Mr. Noor Ahmed Nizamani, Member (Sindh Province)
  11. Syed Abid Rizvi, Member (Balochistan Province)
  12. Ms. Sadiqa Salahuddin, Member (Sindh Province); position remained vacant after her resignation in May 1999
  13. Ms. Zarnigar A. Tayyib, Member (NWFP); due to her demise, Ms. Rukhshanda Naz was co-opted in June 1998
  14. Chief Executive: Dr. Suleman Shaikh (ex-officio); replaced by Mr. Ali Akbar after his resignation in October 1998

#### **Members of the Board of Directors SPO, 2000-2003**

#### **Members of the Board of Directors SPO, 1997-2000**

1. Mr. Javed Jabbar, Chairperson (Sindh Province); replaced by Ms. Ferida Sher due to his resignation as Chair in February 2000
  2. Ms. Ferida Sher, Vice-Chairperson (Punjab Province)
  3. Ms. Tahira Abdullah, Member (Federal Capital Area)
  4. Prof. Dr. Karamat Ali, Member (Punjab Province)
  5. Mr. Mohammad Amin, Member (Balochistan Province)
  6. Dr. Qurat-ul-Ain Bakhteari, Member (Balochistan Province); replaced by Ms. Zeenat Yaqoob Yousufzai after her resignation in June 1999
  7. Mr. Mohammad Riaz Gondal, Member (Punjab Province)
1. Prof. Dr. Karamat Ali, Chairperson (Punjab Province)
  2. Syed Abid Rizvi, Vice-Chairperson (Balochistan Province)
  3. Ms. Tahira Abdullah, Member (Federal Capital Area)
  4. Mr. Mohammad Amin, Member (Balochistan Province)
  5. Mr. Mohammad Riaz Gondal, Member (Punjab Province)
  6. Mr. Javed Jabbar, Member (Sindh Province)
  7. Dr. Tufail Mohammad Khan, Member (NWFP)
  8. Mr. Waris Khan, Member (NWFP)
  9. Ms. Rukhshanda Naz, Member (NWFP)
  10. Mr. Noor Ahmed Nizamani, Member (Sindh Province)
  11. Ms. Sadiqa Salahuddin, Member (Sindh Province)
  12. Ms. Ferida Sher, Member (Punjab Province)
  13. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)
  14. Chief Executive: Mr. Harris Khaliq (ex-officio)

### **Members of the Board of Directors SPO, 2003-2006**

1. Ms. Sadiqa Salahuddin, Chairperson (Sindh Province)
2. Syed Abid Rizvi, Vice-Chairperson (Balochistan Province)
3. Prof. Dr. Karamat Ali, Member (Punjab Province)
4. Mr. Mohammad Riaz Gondal, Member (Punjab Province)
5. Mr. Javed Jabbar, Member (Sindh Province)
6. Mr. Iqbal Jafar, Member (Federal Capital Area)
7. Dr. Tufail Mohammad Khan, Member (NWFP)
8. Mr. Waris Khan, Member (NWFP)
9. Mr. Naseer Memon, Member (Sindh Province)
10. Ms. Rukhshanda Naz, Member (NWFP)
11. Ms. Farida Tahir Noshervani, Member (Balochistan Province)
12. Ms. Ferida Sher, Member (Punjab Province)
13. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)
14. Chief Executive: Mr. Harris Khalique (ex-officio)

### **Members of the Board of Directors SPO, 2006-2009**

1. Ms. Sadiqa Salahuddin, Chairperson (Sindh Province)
2. Mr. Naseer Memon, Vice-Chairperson (Sindh Province)
3. Prof. Dr. Karamat Ali, Member (Punjab Province)
4. Ms. Naheed Aziz, Member (Federal Capital Area)
5. Mr. Vincent A. David, Member (Punjab Province)
6. Mr. Javed Jabbar, Member (Sindh Province)
7. Dr. Tufail Mohammad Khan, Member (NWFP)
8. Mr. Waris Khan, Member (NWFP)

9. Ms. Rukhshanda Naz, Member (NWFP)
10. Ms. Farida Tahir Noshervani, Member (Balochistan Province)
11. Syed Abid Rizvi, Member (Balochistan Province)
12. Ms. Ferida Sher, Member (Punjab Province)
13. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)
14. Chief Executive: Mr. Harris Khalique (ex-officio)

### **Members of the Board of Directors SPO, 2009-2012**

1. Dr. Tufail Mohammad Khan, Chairperson (NWFP)
2. Sister Naseem George, Vice-Chairperson (Punjab Province)
3. Advocate Parveen Akhtar, Member (NWFP)
4. Prof. Dr. Karamat Ali, Member (Punjab Province)
5. Ms. Neelam Hussain, Member (Punjab Province)
6. Mr. Javed Jabbar, Member (Sindh Province)
7. Mr. Harris Khalique, Member (Federal Capital Area)
8. Ms. Farida Tahir Noshervani, Member (Balochistan Province)
9. Prof. Sayed Ibadullah Rashdi, Member (Sindh Province)
10. Syed Abid Rizvi, Member (Balochistan Province)
11. Ms. Sadiqa Salahuddin, Member (Sindh Province)
12. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)
13. Mr. Reginald Dennis Williams, Member (NWFP)
14. Chief Executive: Mr. Naseer Memon (ex-officio)



### Members of the Board of Directors SPO, 2012-2015

1. Dr. Tufail Mohammad Khan, Chairperson (KP Province)
2. Ms. Zeenat Yaqoob Yousufzai, Vice-Chairperson (Balochistan Province)
3. Advocate Parveen Akhtar, Member (KP Province)
4. Prof. Dr. Karamat Ali, Member (Punjab Province)
5. Dr. Taj Baloch, Member (Balochistan Province)
6. Ms. Neelam Hussain, Member (Punjab Province)
7. Mr. Javed Jabbar, Member (Sindh Province)
8. Ms. Arifa Mazhar, Member (Federal Capital Area)
9. Ms. Farida Tahir Noshewani, Member (Balochistan Province)
10. Prof. Sayed Ibadullah Rashdi, Member (Sindh Province)
11. Syed Abid Rizvi, Member (Punjab Province)
12. Ms. Sadiqa Salahuddin, Member (Sindh Province)
13. Mr. Reginald Dennis Williams, Member (KP Province)
14. Chief Executive: Mr. Naseer Memon (ex-officio)

### Members of the General Body SPO, 2012-2013

1. Ms. Tahira Abdullah
2. Advocate Parveen Akhtar
3. Prof. Dr. Karamat Ali
4. Mr. Mohammad Amin
5. Ms. Naheed Aziz
6. Dr. Taj Baloch
7. Mr. Vincent A. David
8. Advocate Kalpana Devi
9. Sister Naseem George
10. Ms. Parveen Ghauri
11. Ms. Neelam Hussain
12. Mr. Javed Jabbar
13. Prof. Tanveer Junejo
14. Dr. Tufail Mohammad Khan
15. Dr. Shaheen Sardar Ali Khan
16. Dr. Allah Dad Looni
17. Ms. Arifa Mazhar
18. Ms. Rukhshanda Naz
19. Mr. Noor Ahmed Nizamani
20. Ms. Farida Tahir Nowsherwani
21. Mr. Muhammad Rafiq
22. Prof. Ibadullah Rashdi
23. Syed Abid Rizvi
24. Ms. Sadiqa Salahuddin
25. Ms. Ferida Sher
26. Mr. Reginald Dennis Williams
27. Ms. Zeenat Yaqoob Yousafzai



## Thematic Focus

Following its transformation from a bilateral development project between the Governments of Pakistan and Canada, to a national not-for-profit organization in 1994, SPO has emerged, in terms of its countrywide presence and outreach, as one of the leading rights-based development civil society organizations in Pakistan. SPO's mission 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 the society'. To this end, SPO is implementing a wide array of small-, mid- and long-term projects in more than 72 districts, 2 Tribal Agencies of Federally Administered Tribal Areas, and 4 Frontier Regions with a focus on Democratic Governance, Peace and Harmony, Social Justice, Gender Justice, Humanitarian Response and Institutional Strengthening. SPO's biggest strength lies in its well-trained countrywide team comprising 378 staff and 3,500 partner entities that include youth, women and minority groups, organizations and networks, think tanks, and religious and political leadership at local, district, provincial and national levels.



SPO, under its 'Democratic Governance' component envisages a public-centric government apparatus that effectively responds to the felt needs of its citizens. SPO realizes that the underlying cause behind the current governance crisis facing Pakistan is a lack of awareness amongst the rights-holders about their fundamental rights as enunciated in the Universal Declaration of Human Rights (UDHR) and the Constitution of Pakistan. To this end, SPO, through its political education drive, emphasizes on building capacities of civil society activists and partner communities so that they may claim their basic citizenry rights, by actively participating in the decision-making processes within both the political and social spheres.

Under the 'Peace and Harmony' component, SPO endeavours to foster a pluralistic society where competing ideological factions coexist peacefully, based on the principles of equality, diversity and inclusion of all. Unique strategies, aimed at creating a critical mass of citizenry that engages at all tiers of state and society, by

projecting positive will and tolerance towards the 'other', are devised. To this end, synergies are created between various civil society entities, peace, gender justice and human rights activists, faith-based groups and institutions, media activists and organizations, professional networks and associations, and political parties, so that these informed opinion-makers can, in turn, generate public consensus to combat social taboos, practices and deep-seated prejudices that incite and justify extremist behaviour in the society.

Through the 'Social Justice' component, SPO establishes and strengthens community-centred mechanisms in order to secure the wellbeing of the people, irrespective of their caste, creed, race, colour or gender, by striving to improve their quality of life. In this context, SPO has developed constituency-specific support mechanisms such as Women's Groups, and Health and Education Monitoring Committees that advocate desired policy reforms by engaging with key decision-makers at the provincial and national levels. To inculcate appreciation for the principles of equality, and value of individual and collective human rights amongst state institutions and society at large, SPO nurtures representation of marginalized groups, particularly women, youth and minorities within these mechanisms. This in turn, provides these traditionally excluded groups, opportunities to devise joint strategies enabling them to meaningfully articulate their legitimate concerns amongst a wider audience.

The 'Humanitarian Response' component deals with a wide spectrum of activities starting with disaster preparedness and mitigation, moving on to response in disaster-hit communities, and finally, early recovery/rehabilitation measures. Concerted efforts are made to integrate voices of the most vulnerable segments in all such interventions. Besides the delivery of relief and rehabilitation projects, synergies are created with the national and international humanitarian community to support institutionalization of knowledge-based policy reforms at the

state level in order to reduce future risk and vulnerabilities associated with disaster-affected communities.

Under the 'Institutional Support' component, SPO endeavours to institutionalize robust and state-of-the-art planning and management functions. At SPO, formal systems pertaining to programme design, management, monitoring and reporting, financial planning, management and audit, and human resource management are in place, which are constantly upgraded. SPO promotes a result-oriented culture with the firm belief in continuous learning, innovation and creativity, for achieving excellence in all endeavours. For the purpose, staff members are provided internal and external (national and international) need-based training opportunities, on a regular basis.





## Key Achievement

### Democratic Governance

SPO, under the democratic governance theme, is implementing eight small-, mid- and long-term projects in more than 72 districts, 2 Tribal Agencies of Federally Administered Tribal Areas (FATA), and 4 Frontier Regions (FRs). These programmes and projects include 'Strengthening Civil Society to Address Conflicts' funded by the British High Commission (BHC), 'Strengthening Voice and Accountability in Pakistan; AWAAZ' funded by Department for International Development (DFID), 'Political Parties Development Programme' funded by US Agency for International Development (USAID), 'WE CARE - Support to Human Rights and Democracy Actions on Torture and other forms of Ill-Treatment' funded by OXFAM GB, 'Human and Institutional Development Project' funded by Pakistan Poverty Alleviation Fund (PPAF), 'Supporting Transparency, Accountability and Electoral Processes in Pakistan (STAEP)' funded by DFID, 'Long Term Election Observation and Oversight in Pakistan (LTEOOP)' funded by the European Union and 'Promoting Human Rights and Fundamental Freedoms in Pakistan' funded by Care International.

#### Strengthening Civil Society to Address Conflicts

The overall objective of the programme is to strengthen and support community-based organizations (CBOs) and public interest institutions for achieving and protecting basic human rights, with a particular focus on women, children, minorities and other marginalized sections of the society. Towards this end, SPO has developed strong coalitions with CBOs including women's and minority organizations, and established multi-partisan platforms comprising district and provincial level political leadership i.e. District Steering Committees

(DSCs) and Provincial Steering Committees (PSCs), respectively. These partners were capacitated on various issue identification and mitigation strategies vis-à-vis different national and international human rights covenants, to subsequently undertake knowledge-based programmes on human rights, good governance and conflict resolution at various tiers including community, district, provincial and national levels. These capacitated Human Rights Defenders (HRDs), political activists and formal/informal leaders have voluntarily joined hands to form 'citizen networks' that serve as watch groups for identification, reporting and, where required, advocating to combat acts of rights-based violations in their constituencies.

During the reporting period, formal partnerships were signed with an additional 106 CBOs, referred to as Partner Organizations (POs). Additionally, 13 DSCs and one PSC in Khyber Pakhtunkhwa (KP) were formed with the aim to channel the voice of district level political leadership to the highest tier. Following signing of partnership plans, gaps between existing and required skill sets and competencies of the partners were identified using Institutional Capacity Gap Assessment (ICGA) tool. Based on the identified capacity gaps, customized training modules in the areas of Human Rights (HRs), Democratic Governance (DG), Conflict Resolution (CR), Research Campaigning and Advocacy (RC&A), Organizational Management (OM), Sectoral Planning and Management (SPM), were developed. Through 11 trainings on HR, 8 trainings on DG, 15 trainings on CR, 4 trainings on OM, 23 trainings on RC&A and 13 trainings on SPM, 2544 HRDs including 1637 men, 696 women and 211 minority representatives acquired the requisite

knowledge and skill sets necessary for undertaking rights-based advocacy in their constituencies. Similarly, capacities of 894 political activists including 781 men, 106 women and 7 minority representatives were enhanced through 1 training on DG, 8 trainings on CR and 7 refresher courses on HR and DG. Following the capacity building initiatives, action plans around issues of common concern such as early marriages, importance of education particularly for the girl child, voters' education, women's rights, child rights, minority rights, communal disputes, tribal conflicts, service delivery gaps in education and health services, domestic abuse, VAWG, livelihood opportunities, juvenile offences, energy crisis, water and sanitation were developed in consultation with the technical back-stoppers based at SPO's eight regional offices. Based on the action plans developed, partner entities undertook 614 rights-based awareness and advocacy campaigns at the community, district, provincial and national levels.

Concerted efforts were made to establish and strengthen linkages between partner entities and government departments so as to encourage HRDs and political activists for registering complaints regarding violations of human rights and gaps in policy implementation with the concerned authorities. In this regard, SPO's regional teams initiated a series of meetings with partners across Pakistan, wherein various HRDs were educated about existing government-supported redress mechanisms such as the provincial and federal Ombudspersons. As a result, during the current reporting period, partner entities registered various complaints pertaining to missing public infrastructure in their constituencies, with the concerned Ombudsperson's office.

Civil Society Networks (CSNs), voluntary forums supported by SPO, are non-partisan platforms with representative membership from both the supply and demand side of the governance equation. This diverse forum follows an

upstream advocacy approach wherein joint strategies aimed at addressing policy gaps in terms of policy implementation, reforms, repeal and/or formulation, are developed for which SPO provides the requisite technical support. Research-based advocacy campaigns are initiated at the district level, and in case required, advocated at the provincial and federal level. During the year, 43 policy gaps in the areas of health, education, women's rights, water and sanitation, electioneering, law and order situation, environment conservation, rights of indigenous people, revival of local art, child abuse, youth rights, and governance reforms were identified by CSNs through consultative workshops against which technical support was provided by SPO for development of advocacy plans. Based on the advocacy plans developed, technical and financial support was provided to 39 CSNs for initiation of advocacy campaigns in focus districts. To gain buy-in of top-tier decision-makers for resolution of identified policy gaps, CSNs conducted 12 dialogues with respective provincial government authorities and 20 meetings with key parliamentarians.



Partner Entity	Training on HR				Training on DG				Training on RC&A				Training on OM			Awareness Raising / Advocacy Events				
	#	Trainees			#	Trainees			#	Trainees			#	Trainees			#	Participants		
		M	F	Total		M	F	Total		M	F	Total		M	F	Total				
POs	26	472	222	694	28	515	199	714	17	341	182	523	23	528	182	710	117	6,623	5,077	11,700
DSCs	2	41	15	56	1	17	12	29	-	-	-	-	-	-	-	-	65	2,511	200	2,711
PSCs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	145	21	166
CSNs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	110	5,365	884	6,249
<b>Total</b>	<b>28</b>	<b>513</b>	<b>237</b>	<b>750</b>	<b>29</b>	<b>532</b>	<b>211</b>	<b>743</b>	<b>17</b>	<b>341</b>	<b>182</b>	<b>523</b>	<b>23</b>	<b>528</b>	<b>182</b>	<b>710</b>	<b>295</b>	<b>14,644</b>	<b>6,182</b>	<b>20,826</b>

### Strengthening Voice and Accountability in Pakistan (AAWAZ)

Funded by DFID and initiated in May 2012, AAWAZ is a 5-year project that would benefit roughly 9 million people in 45 districts of Punjab and KP provinces. The goal of AAWAZ is a stable, tolerant, inclusive, prosperous and democratic Pakistan, which meets the basic needs of its people and achieves the Millennium Development Goals (MDGs). AAWAZ seeks to strengthen the fragile democratic processes by making them stable, more inclusive and accountable. The programme is a joint venture of a consortium of partners including an international entity, namely Development Alternatives Incorporated (DAI), and five leading rights-based national non-government organizations. AAWAZ aims to work on the demand side of the Voice and Accountability (V&A) equation and focuses on vertical accountability. The programme strives to create an empowered, mobilized and participatory-

mindful citizenry, and build robust and critical voice channels, by engaging with the civil society and other non-traditional actors. As part of the consortium, SPO is responsible for implementing the programme in eight districts of Punjab<sup>1</sup> and five districts of KP<sup>2</sup>. The programme focuses on three key themes, namely (i) citizens' engagement, (ii) conflict resolution and peace building, and (iii) women's political empowerment and participation.

The citizens' engagement component is based on the premise that a top-down patronage-based system of planning and service delivery translates into priorities being set on the whims of the powerful rather than the legitimate demands and rights of common citizens. At the same time, lack of people's participation in turn provides the breeding ground for unaccountable government, poor decision-making, inappropriate priority-setting and irrational resource distribution. With regard to the oversight of public services, the starting point has to be recognition and understanding of the inbuilt and legally protected spaces for civil society and ordinary citizens to step forward and hold the state accountable.

During the reporting year, programme activities chiefly revolved around resource mobilization, beneficiary identification, programme orientation and structure formation at the village, UC and district levels. To ensure uniform understanding of programme goals, objectives and standard of quality for planned activities

#### Case Study - 1

In Multan, an access road was blocked by a landlord since 1985, due to which people of the village had to take a much longer route to commute locally, which was an arduous undertaking for them. A group of villagers approached the AAWAZ Union Forum (AUF) and submitted their case. The AUF members counselled the landlord, but changing his mindset took them weeks and weeks. However, eventually, he agreed not to obstruct the mobility of the villagers any more by apologizing to them in public about his past behaviour, and promising to remain at peace with them in future.

- 1 Multan, Muzaffargarh, Vehari, Lodhran, Khanewal, Gujranwala, Khushab and Mianwali
- 2 D.I. Khan, Lakki Marwat, Karak, Buner, Peshawar

amongst AAWAZ team, staff orientation and trainings were conducted. As the lead organization for this output, SPO during the inception phase, commissioned development of training manuals on Freedom of Information (FOI) and Budget Cycle, following which all consortium partners were provided Training of Trainers (ToTs) to subsequently conduct trainings with district-level stakeholders.

To take key stakeholders on board and create a wider buy-in for AAWAZ, large public gatherings were organized at various levels to introduce AAWAZ programme. Consortium partners of AAWAZ collaborated in holding joint events for the provincial launch of the programme in Lahore and Peshawar. Over 1,000 citizens including representatives of political parties, development workers and human rights activists, eminent intellectuals, representatives of development organizations and progressive movements, and state institutions from KP and Punjab participated in the rollout ceremony where they pledged their cooperation for the AAWAZ programme and endorsed AAWAZ objectives for strengthening democracy and development processes in Pakistan. Separate events were also held by the consortium partners in their respective districts. Additionally, introductory meetings with community members were conducted by SPO in 20 UCs.

Following the principle of vertical accountability, SPO established structures at the village, UC, tehsil and district levels, namely AAWAZ Village Forum (AVF), AAWAZ UC Forum (AUF), AAWAZ Tehsil Forum (ATF) and AAWAZ District Forum (ADF). Concerted efforts were made to ensure equal representation of men and women in these structures. However, in districts such as D.I. Khan, Mianwali, Buner and Karak, where local traditions restricted formation of joint forums, separate male and female groups were formed. These apex structures work together as a group to see that the objectives for all three areas are promoted at their administrative level

and are integrated across activities. The district level forums also house three sub-committees responsible to promote the agendas of the three AAWAZ outputs. In addition, an AAGAH centre was established in each Union Council that will serve as the locus of awareness and capacity building activities, and a hub for information collection and dissemination regarding the programme. These centres will also provide space for meetings of AAWAZ Forums and AAWAZ Women's Resource Group (AWRG). During the year, 512 AVFs, 35 AUFs, 2 ADFs, and 20 AAWAZ AAGAH Centres (AACs) were established in focus districts. District-wise details of the apex structures formed in focus districts are given below:

### Case Study - 2

The public library in Kot Sultan, District Layyah served as a knowledge hub for years, where students and elders quenched their thirst for knowledge and benefited from the vast collection of books. Students who could not afford to buy books, borrowed the study material from the library and the small library served the literary needs of the entire community, however not for too long. The government announced establishment of a vocational training institute in Kot Sultan to equip the youth with modern skills. Due to unavailability of the required infrastructure, the public library Kot Sultan building was utilized for the purpose and it was converted into a vocational training institute. The literary material of the library was dumped in the storeroom of the Union Council office. Savail Welfare Society (SWS), Kot Sultan took notice of the issue and designed an advocacy campaign with the technical and financial assistance of SPO Multan, for the restoration of the public library. Consultations were held to reflect upon the void created due to the absence of a public library. Subsequently, in response to the public pressure, the Tehsil Municipal Officer (TMO) assured SWS about re-opening of the library. In a philanthropic gesture, TMO handed over the old building of Tehsil Municipal Administration (TMA) for re-opening the public library in Kot Sultan. The library is now functional and benefiting the community as before.

	Districts	Village Forums	UC Forums	District Forums	AAGAHl Centres	Total
Punjab	Muzaffargarh	100	10	1	10	111
	Multan	33	2	-	-	35
	Vehari	39	3	-	-	42
	Lodhran	32	2	-	-	34
	Khanewal	30	2	-	-	32
	Gujranwala	34	2	-	-	36
	Mianwali	35	2	-	-	37
	Khushab	36	2	-	-	38
KP	D.I. Khan	100	10	1	10	111
	Karak	22	-	-	-	22
	Lakki Marwat	27	-	-	-	27
	Buner	20	-	-	-	20
	Peshawar	4	-	-	-	4
	<b>Total</b>	<b>512</b>	<b>35</b>	<b>2</b>	<b>20</b>	<b>549</b>

Following the structure formation, members of the AAWAZ committees at the village, UC and district levels were oriented about the programme's vision, mission, objectives as well as institutional structures established at different tiers. At the village level, 200 initiatives including data collection from schools and healthcare facilities, action research including Focus Group Discussions (FGDs), awareness raising campaigns on health and education, sports events, melas, and cultural events were carried out by the AVFs. To hold duty-bearers and government departments accountable and responsive to the needs and expectations of the community, 20 Khuli Kachehries were conducted in which representatives from supply-side institutions conducted open sessions with communities to respond to highlighted service delivery issues in their respective constituencies. A radio campaign was also launched to inform citizens about the redress channels available to improve social service delivery, and hold duty-bearers accountable for their actions or lack thereof. At the UC and district level, two

trainings each on 'FOI' and 'Budget Cycle/ Revenue Management and Expenditure Allocation' were conducted with members of AUFs and ADFs. Additionally, two trainings were conducted with representatives from the media and key rights-holders from target communities in a bid to educate them about the existing channels available for reporting service delivery gaps to the concerned government department. To inform citizens about the media and its role in bringing issues of common concern into the mainstream, and how it serves as an oversight mechanism to hold the duty-bearers accountable, two interactive meetings between representatives of the electronic and print media, and citizens were conducted during the reporting year.



Type	Training on FOI			Training on Budget Cycle			Training on Video Making			Training on Public Service Oversight			Awareness Raising Events		
Number of Events	District level: 2			District level: 2			District level: 2			UC level: 5			District level: 4 UC level: 7 Village Level: 100		
Tier	Partners			Partners			Partners			Partners			Partners		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total
District Level	30	23	53	36	15	51	107	49	156	-	-	-	131	107	238
UC Level	-	-	-	-	-	-	-	-	-	53	45	98	491	406	897
Village Level	-	-	-	-	-	-	-	-	-	-	-	-	9,746	4,185	13,931
<b>Total</b>	<b>30</b>	<b>23</b>	<b>53</b>	<b>36</b>	<b>15</b>	<b>51</b>	<b>107</b>	<b>49</b>	<b>156</b>	<b>53</b>	<b>45</b>	<b>98</b>	<b>10,368</b>	<b>4,698</b>	<b>15,066</b>

### Political Parties Development Programme

The five-year project aims to strengthen the neglected relationship between civil society and political parties in Pakistan in order to foster a participatory political structure aligned with the principles of democracy. Under this initiative, two Policy Development Cycles (PDCs) were planned to be conducted. The first cycle focusing on policy reforms in the pre-2013 elections scenario, has been completed whereas the second cycle focusing on the integration of unique points as derived from the first policy development cycle, into party manifestos, structures, agendas and processes for the desired policy reforms in the long-run, is underway.

The project commenced in 2011 with initiation of Issue Identification Workshops (IIWs) involving provincial chapters of 8 mainstream political parties namely, Pakistan Muslim League/Quaid-e-Azam (PML-Q), Pakistan Peoples' Party/Sherpao (PPP-S), Awami National Party (ANP), Pakistan Muslim League/Functional (PML-F), Muttahida Qaumi Movement (MQM), National Party (NP) and Pakistan Peoples' Party Parliamentarian (PPPP). Pursuant to the IIWs, Policy Working Groups (PWGs) comprising nominated provincial leadership of the political parties, were formed. Subsequently, eight meetings of the PWGs of NP, PML-F, MQM, PML-Q, PPP-S and ANP were conducted in all four provinces.

During the reporting period, one IIW was held with Pakistan Tehrik-e-Insaf (PTI) in KP. Additionally, four Civil Society Organization (CSO) forums were organized; one in each province, with the aim to initiate political discourse between civil society and the PWGs. The speakers at the forum included prominent civil society activists and subject specialists who deliberated at length upon the key policy issues in their respective provinces. These forums provided a much-needed platform for civil society and the political parties to understand and benefit from each other's perspectives. Following completion of the first Policy Development Cycle, all participating political parties formulated policies around prioritized policy gaps by the PPs. It is noteworthy that 65% of these policies were made part of their respective manifestos ahead of the 2013 elections.

### Capacity Building of Women's Organizations

The two year project funded by GEP-USAID was launched in July 2012 with the aim to build capacities of 60 women's organizations in the area of Organizational Development in the districts of Hyderabad and Karachi (Sindh), Quetta and Turbat (Balochistan), Multan and Lahore (Punjab), and Gilgit Baltistan. The project was initiated through provision of two ToTs, wherein 33 master trainers from 8 target districts were trained on Strategic Planning, Project Cycle Management, Organizational Management, Gender Sensitization and

Financial Management. The master trainers conducted the first batch of roll-out trainings with selected partner women’s organizations. During the year, 15 trainings on Strategic Planning and Development were undertaken that benefited 108 women HRDs representing 20 organizations from Lahore, Multan, Karachi, Peshawar and Hyderabad regions. Following their trainings, all participating organizations have formulated 5-year organizational strategic plans.

address rights-based issues facing grassroots communities. 111 out of the 213 defunct organizations were revitalized through a mix of social mobilization and capacity building initiatives. Additionally, technical support was provided to target communities for formation of 211 new COs at the mohallah level, besides formation of 24 village level organizations. To raise the collective voice of these COs at the higher levels, concerted efforts were made to build their linkages with peer organizations

No. of Women’s Organizations	Training on Organizational Development	Trainees			Training of Trainers (ToTs)	Trainees			Total Trainees		
		M	F	Total		M	F	Total	M	F	Total
20	15	51	53	104	2	18	11	29	69	64	133

### Human and Institutional Development Project

The three-year project, which commenced in October 2011, aims to firstly, revitalize mohallah-level Community Organizations (COs) formed during implementation of PPAF-II project that became defunct due to lack of technical and financial support, and secondly, where required, form new COs that would

of the UC. For the purpose, all village level organizations were federated into a UC-based development organization, where they were given the opportunity to collectively advocate for, and address issues facing their respective villages. To ensure participation of women in local development initiatives, women’s education and mobilization campaigns were launched in the focus Taluka. Resultantly, 182 women’s community organizations were formed that are now actively working for the promotion and preservation of the fundamental rights of the community women.

Following their formation, 384 representatives from the COs were provided 19 “Community Managerial Skill” trainings. 17 similar trainings were conducted with the revitalized COs through which 331 community members were trained. To engage communities in the grassroots development processes, participatory village development planning was carried out. In light of the village development plans, capacitated COs undertook self-initiatives at the local level aimed at addressing governance issues including opening of closed government schools, obtaining Computerized National Identity Cards and voter registration. As of today, the project has benefited approximately 13,000 households of Taluka Shahbandar (Sindh).

### Case Study - 3

Thousands of applications were lying unattended in the Sui Northern Gas Pipelines Ltd. (SNGPL)’s local office, owing to the lack of necessary infrastructure and provision of an adequate volume of gas for the D.I. Khan region. The issue was taken up by the Daman Civil Society Network (DCSN) by designing an advocacy plan around it. The DCSN raised community members’ concerns with the SNGPL authorities. As a result, the SNGPL authorities agreed to meet with the community in a Khuli Kachehri in the presence of a local elected political leader, Mr. Faisal Karim Kundi, Deputy Speaker, National Assembly (2008-2013). Over 300 applicants attended the Kachehri. After hearing the public complaints at length, the General Manager SNGPL announced to increase the number of connections sanctioned for D.I. Khan from 1,000 to 3,000 and to upgrade the status of the local SNGPL office to a sub-area office. These two key decisions materialized in due course.

Organizations Formed			Training on CMS	Trainees			Awareness Raising Events Organized	Trainees		
CBOs	WO	Total		M	F	Total		M	F	Total
383	201	584	31	361	259	620	20	224	147	371

### Long Term Election Observation and Oversight in Pakistan (LTEOOP)

The project endeavours to strengthen the democratic institutions in Pakistan by contributing towards transparent and accountable electoral processes. The overall objective of the project is to closely observe and monitor the pre- and post-election processes. During the pre-election phase, SPO engaged 3,300 volunteers in six districts who were actively involved in GPS mapping of all polling stations, observation of polling staff trainings, weekly interviews with Returning Officers (ROs), collection of data of election crimes from District Police Officers (DPOs), soliciting the details of election-related complaints from ROs, District Returning Officers (DROs) and District Election Commissioners' (DECs) offices, observing meetings of ROs with key stakeholders, monitoring SMS-prompt reports, reporting of violation of ECP's Code of Conduct,

reporting of election rallies and interviews with candidates/campaign in-charges. During the elections, SPO's teams vigilantly monitored approximately 3,500 polling stations, and closely observed RO offices' performance as well as cases of any violation of the Code of Conduct by the political parties. Acts of violation or violence by the polling agents and/or political parties were immediately reported to the ECP complaint cells.

Subsequently, SPO Election Observers engaged in collection of certified Polling Schemes and Election Day Forms, collection of Campaign Expenses of winning candidates, collection of election-related complaints registered with RO, DRO and DEC offices, reporting political and electoral violence, collection of election-related crime data from the DPOs, mapping of MNA and MPA profiles and observation of protests and *dharnas* (sit-ins) by the aggrieved political parties.

District	Polling Staff Training Observed	Trainees			Election Related Complaints Collected	Complaints reported to ECP	Polling Stations provided Technical Support	Trainees			Training of STOs	Trainees		
		M	F	Total				M	F	Total		M	F	Total
Lodhran	16	305	207	512	8	35	287	80	22	102	5	305	207	512
Vehari	35	645	687	1,332	61	12	1,026	407	173	580	5	94	47	141
Bahawalnagar	19	305	265	570	76	22	115	501	160	661	5	405	195	600
Khanewal	18	540	360	900	95	19	7	10	5	15	-	-	-	-
Mandi Bahauddin	170	3,542	1,802	5,344	15	3	65	53	24	77	5	184	93	277
Pakpattan	21	310	320	630	17	17	10	3	7	10	-	-	-	-
<b>Total</b>	<b>279</b>	<b>5,647</b>	<b>3,641</b>	<b>9,288</b>	<b>272</b>	<b>108</b>	<b>1,510</b>	<b>1,054</b>	<b>391</b>	<b>1,445</b>	<b>20</b>	<b>988</b>	<b>542</b>	<b>1,530</b>



## Promoting Human Rights and Fundamental Freedoms in Pakistan

During the reporting period, the project reached its culmination. In its last year, the project reached out to 44,956 direct partners across all four provinces. The 10 district-level Human Rights Forums (HRFs) formed in each focus district, continued their efforts, and with the support of the communities are now self-sustainable entities. During the year, 10 refresher trainings on human rights and advocacy were conducted with HRF members. Additionally, six refresher courses on HR with media personnel, and three trainings and eight refresher courses on HR and freedom of expression with groups of lawyers were conducted in all 10 focus districts. To ensure fuller implementation of the FOI Ordinance, four provincial level seminars, one in each province, were organized where different political parties pledged their commitment to ensure implementation of the Ordinance across all government departments.

## Supporting Transparency, Accountability and Electoral Processes in Pakistan (STAEP)

During the reporting period, the project's focus shifted exclusively towards the general elections 2013. Specialized CNIC registration campaigns were launched resulting in issuance of 21,969 CNICs, 74% of which were of women. Candidate forums were organized at constituency level, besides obtaining pledges for non-violent elections from 59 contesting candidates from 11 mainstream political parties as well as those contesting in an independent capacity. With the support of Free And Fair Election Network (FAFEN), election observation in 19 constituencies was carried out. To build capacity of selected election observers on Election Day observation procedures, 89 training sessions were organized, which benefited more than 2,500 observers. For voter mobilization, 6 posters in Urdu were developed, which were displayed on public vans, both by the transporters' unions as well as the individual transporters.

Trainee Groups	Training on HR and Advocacy	Trainees			Training on Freedom of Expression, Access to Information and Transparency	Trainees			Awareness Raising Events	Trainees		
		M	F	Total		M	F	Total		M	F	Total
HRF, Journalists and Lawyers	10	246	41	287	-	-	-	-	-	-	-	-
Lawyers	-	-	-	-	4	86	16	102	-	-	-	-
Government Officials	-	-	-	-	19	434	77	511	-	-	-	-
Community	-	-	-	-	-	-	-	-	164	10,219	5,516	15,735
Youth	-	-	-	-	-	-	-	-	103	11,358	10,652	22,010
<b>Total</b>	<b>10</b>	<b>246</b>	<b>41</b>	<b>287</b>	<b>23</b>	<b>520</b>	<b>93</b>	<b>613</b>	<b>267</b>	<b>21,577</b>	<b>16,168</b>	<b>37,745</b>



As part of the project's campaign on gender-sensitization, two trainings on gender-mainstreaming and implementation of Penal Section 509 and Anti-Harassment Law 2010, were conducted that benefited 75 police officials including 18 Station House Officers (SHOs) representing all police stations of district Khanewal.

No. of CNICs Issued			No. of Candidate Forums organized	Participants			Training on Gender, Penal Section 509 & Anti-Harassment Law	Participants		
M	F	Total		M	F	Total		M	F	Total
5,737	1,6232	2,1969	11	1,532	345	1,877	7	244	78	322

### Support to Human Rights and Democracy Actions on Torture and Other Forms of Ill-treatment

Under the project, 12 trainings were conducted during the year through which 292 police officials were sensitized about HRs and Convention Against Torture (CAT). Moreover, four quarterly orientation meetings were held in focus areas through which 500 community members were mobilized to join Women's Protection Forums

(WPFs). Awareness raising campaigns were launched in focus areas through which 215 WPF members and more than 10,000 people were sensitized about torture issues, their long-lasting repercussions as well as the means to prevent such acts of violence. One of the key achievements of the project included drafting of Anti-Torture Bill in collaboration with Oxfam GB, which was subsequently presented to the Ministry of Human Rights, Government of Pakistan, for further deliberation.

Training on HR and CAT	Trainees			Orientation Meetings	Participants			Awareness Raising Events	Participants		
	M	F	Total		M	F	Total		M	F	Total
41	499	214	785	55	355	422	777	15	666	371	2,064



## Peace and Harmony

### Case Study - 4

The members of AUF in Multan, after being trained as active citizens, peacefully resolved a dispute that erupted between the Sunni and Shia community on the unlawful use of loudspeakers during the holy month of Muharram. Violation of this rule triggered a potential conflict. In order to defuse it, elders from both the communities were approached, and through mediation, the issue was resolved amicably. Eventually, the leadership of both sides demonstrated their resolve to promote mutual peace by abstaining from hurting each others' sentiments in future.

SPO, under the peace building component, is implementing two long-term projects, namely 'Strengthening Civil Society to Address Conflicts' funded by the British High Commission (BHC) and 'Strengthening Voice and Accountability in Pakistan' (AAWAZ) funded by DFID in 47 districts, 2 Tribal Agencies of FATA, and 4 Frontier Regions (FRs).

### Strengthening Civil Society to Address Conflicts

The peace building component of the project seeks to build counter-narratives to defy radical elements that are increasingly gaining





a stronghold in the present-day society, by creating a critical mass that advocates pluralism and diversity in the society. SPO works with a variety of civil society entities including CBOs and NGOs, women's and minority organizations, professional networks, teachers and media associations, to build their capacities at individual level, and create synergies among them to promote basic and political rights of the underserved. Civil Society Network (CSN), the umbrella forum of these civil society entities, is a nonpartisan platform that offers unique opportunities by uniting people from competing ideologies to be the political voice of the deprived segments.



To equip CSN members with the requisite expertise necessary for undertaking informed, issue-specific advocacy in their constituencies, CSNs were provided 12 trainings on CR and 7 trainings on Research, Campaigning and Advocacy (RC&A) which benefited 466 civil society activists including 352 men, 89 women and 35 minority members, representing various formal and non-formal organizations, networks and forums. 48 constituency-specific issue identification and conflict mapping workshops were conducted across the country. Following their capacity building, SPO provided institutional support, both technical and financial, to 42 CSNs for undertaking 175 programmes through which communal concerns regarding human rights violations and increasing incidents of disputes, particularly in some of the most conflict-ridden areas such as D.I. Khan, Turbat, Quetta, Peshawar, FATA, and FRs were registered with the concerned department. To retain the inherent diversity of this forum, concerted efforts were made to ensure representative participation of deprived or excluded citizens such as women, youth and minorities. In this regard, 81 stakeholder/member identification workshops were conducted during the reporting period. Resultantly, SPO was successful in extending membership to 409 representatives of CBOs, 139 representatives of Women's

### Case Study - 5

Thirteen year old Muhammad Shafqat worked at an automobile workshop in Vehari city, which was at a significant distance from his home in Basti Banglaywala, District Muzaffargarh. Shafqat's parents were unable to support his education owing to the burden of raising his four younger siblings. Like many other children in this society he was forced into child labour. Shafqat received a meagre amount of Rs. 100 as weekly wage. The money was barely sufficient to sustain him in the city, due to which he could not visit his home very frequently. His hard work and dedication earned him the admiration of the owner of the workshop. However, such recognition of a minor was not appreciated by Amjad, the lackadaisical nephew of the workshop owner, who was laid off because of his sluggish and lazy attitude. Angered by his termination, Amjad vowed to take revenge from Shafqat. Shafqat had just returned from his hometown after celebrating Eid with his family when drunken Amjad encountered him. Amjad attacked Shafqat and after assaulting and raping him, he was hanged in the workshop. Shafqat's body was recovered the following day when another worker spotted the hanged body. Devastated by the incident Shafqat's father approached AUF in Multan, seeking their legal aid. AUF members pressurized the workshop owner to identify and trace the killer, as they reported the case to the local police. AUF also helped Shafqat's family in accessing justice by lodging the case with 'Child Complaint Office' of the local Ombudsman. As a result of successful meetings with the DPO and the Ombudsman, the killer was identified and sent to jail.

### Case Study - 6

Pakistan is a pluralistic society where religious minorities have played a key role in its development; however, their contributions have usually been undermined. Minorities in Pakistan suffer from discrimination, political oppression, forced conversion and are restrained from practising their faith as well as excluded from mainstream development. In the wake of a blasphemous film made in USA and aired on YouTube, minority communities in D.I. Khan came under severe threat of retaliation by the radical Muslim elements. District Steering Committee (DSC) D.I. Khan stepped in to rescue the lives and property of the innocent minorities by mobilizing the religious and political parties to defuse the tension, and work further to cultivate respect and recognition for them locally. To make this happen, under the umbrella of the DSC, two of its religious political party members, namely, Jamiat-e-Ulema-e-Islam (JUI) and Jamaat-e-Islami (JI) and two other DSC member political parties, namely, Pakistan People’s Party (PPP) and Pakistan Muslim League (PML-N) persuaded their respective constituencies to celebrate Christmas with the Christian community. It was a momentous event in the history of D.I. Khan, when for the first time local religious and political factions representing the Muslim majority visited Saint John Church in an effort to bring interfaith harmony and lasting peace to the society.



was designed in light of the growing incidence of intolerance and conflicts that undermine social cohesion and development, particularly amongst women, youth and minorities in Pakistan. Influence of traditional informal and illegal alternate dispute resolution structures namely Panchayats and Jirgas still exists. These are dominated by tribal and feudal leaders, and are patriarchal in structure and composition. In this regard, AAWAZ Forums, represented by wider community stakeholders including women, will play a crucial role in pre-empting

Organizations (WOs), 97 representatives of minority organizations and 167 representatives of various professional networks such as trade and labour unions, media, lawyers and teachers associations, transgender networks, and youth forums.

Partner Entity	Training on CR				Training on RC&A				Awareness Raising / Advocacy Events			
	#	Trainees			#	Trainees			#	Trainees		
		M	F	Total		M	F	Total		M	F	Total
POs	22	451	183	634	-	-	-	-	340	35,471	36,805	72,276
DSCs	12	282	79	361	-	-	-	-	71	2,997	359	3,356
CSNs	4	93	30	123	5	104	28	132	458	28,980	6,834	35,814
<b>Total</b>	<b>38</b>	<b>826</b>	<b>292</b>	<b>1,118</b>	<b>5</b>	<b>104</b>	<b>28</b>	<b>132</b>	<b>869</b>	<b>67,448</b>	<b>43,998</b>	<b>111,446</b>

### Strengthening Voice and Accountability in Pakistan (AAWAZ)

The ‘Conflict Resolution and Peace Building’ component of the AAWAZ V&A programme

and resolving disputes and conflicts, though not as parallel structures, in the communities. It is envisioned that vertical linkages with committees and forums set up at village, UC, Tehsil and district levels, will facilitate in

resolving major disputes, including those that cannot be resolved locally. However, AAWAZ does not conduct direct-support actions such as providing legal services and/or facilitating aggrieved persons in filing complaints in courts of law or police stations.

To understand the nature of conflicts in grassroots settings, 200 FGDs/meetings on conflict resolution were organized. To foster appreciation for the diverse cultural base in Pakistan, AUF organized 10 festivals/melas in the communities. These events sought to revive the rich cultural heritage with the aim to promote peace and harmony among competing ideological factions. Unique approaches were adopted to create awareness about the nature of local disputes and strategies for combating them. In this regard, 20 interactive theatre performances by local artists, focusing on youth and women, were organized. Two radio campaigns were launched to sensitize youth about their role in mainstream politics. Additionally, two trainings on video-making were organized for AAWAZ stakeholders where they were provided basic skills on how to use mobile phones as advocacy/awareness raising tools to build public consensus for resolution of local disputes. Two trainings on 'Conflicts, Gender and HR' were also organized with representatives from print and electronic media

### Case Study - 7

Poor law and order situation and sectarian violence has adversely affected art and cultural activities in D.I. Khan. Daman Civil Society Network (DCSN) developed a campaign for the revival, preservation and promotion of art and cultural activities. This campaign designed with technical assistance from SPO, included a three-day arts exhibition in which five local prominent Calligraphers and Painters, namely, Mr. Ajab Khan, Dr. Muhammad Sharif, Mr. Farooq Sial, Mr. Resham Gul and Mr. Tanvir Shehroz showcased their valuable art work. The event was visited by over 400 people including 50 women. Subsequently, a mahfil-e-mushaira was organized with the cooperation of Gomal University, which provided a platform to the local poets and members of literary circles allowing them an opportunity to present their work. The Vice-Chancellor of the Gomal University was the chief guest on the occasion. The response of the public to this event was also encouraging, as people from all walks of life including men, women and senior citizens participated in it. These events played an important role in promoting social harmony and appreciation for art and literary work. The advocacy campaign gave a new momentum to the arts and cultural activities in the area and marked the end of a fearful era of terror when the general public felt reluctant to organize and participate in such events.

in order to enable them to effectively report acts of violence in their constituencies.

Type	Training on Media Reporting			Training on Conflicts, Gender & HR			Training on Theatre Performance			Awareness Raising Events		
Number of Events	District level: 3			District level: 1 UC Level: 5			District level: 11			District level: 2 UC level: 16 Village Level: 100		
Tier	Trainees			Trainees			Trainees			Trainees		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
District Level	125	23	148	15	3	18	372	529	901	52	19	71
UC Level	-	-	-	51	45	96	-	-	-	147	133	280
Village Level	-	-	-	-	-	-	-	-	-	942	660	1,602
<b>Total</b>	<b>125</b>	<b>23</b>	<b>148</b>	<b>66</b>	<b>48</b>	<b>114</b>	<b>372</b>	<b>529</b>	<b>901</b>	<b>1,141</b>	<b>812</b>	<b>1,953</b>

## Social Justice

SPO, under the thematic area of Social Justice, is implementing eight small-, mid- and long-term projects in more than 72 districts, 2 Tribal Agencies of FATA, and 4 FRs including 'Citizens Voices and Accountability Programme' funded by the Embassy of the Kingdom of Netherlands, 'Strengthening Voice and Accountability in Pakistan' (AWAAZ) funded by DFID, 'Quality Family Planning and Reproductive Healthcare through Community Mobilization: From Rhetoric to Reality' funded by Packard Foundation, 'We Care - Financial Empowerment of Women to Enable and Enhance Access to Maternal and Newborn Healthcare' funded by Research Advocacy Fund, 'Livelihood Enhancement & Protection (LEP) Project' funded by PPAF,

'Water Energy and Climate Change Project' funded by PPAF, 'Enhancing Access to and Control over Energy Resource' funded by USAID and 'Empowering Vulnerable Communities for Improved Livelihoods and Resilience' funded by International Catholic Migration Commission (ICMC)/Caritas.

### Citizens Voice and Accountability Programme

The programme seeks to establish and strengthen community-rooted mechanisms, largely in the public sector, and those devised by civil society in order to secure the wellbeing of people, irrespective of caste, creed, ethnicity or gender, by improving their quality of life. The underlying objective is to foster an egalitarian society where individual as well as collective rights of all citizens are recognized and respected. In this regard, SPO has harnessed citizens' oversight mechanisms in the areas of primary education, basic healthcare, livelihood support and local governance with a particular focus on formal and non-formal dispute resolution mechanisms.

During the year, assistance was provided to mid-level NGOs, working in the fields of health and education, to review existing health plans in 5 districts and education plans in 3 districts. Recommendations devised were then presented to the respective district officials for subsequent affirmative action. Technical support was provided to partner organizations for undertaking 22 awareness-raising campaigns aimed at mobilizing key rights-holders and duty-bearers for improving public health care service delivery systems in the focus districts. Similarly, 22 awareness-raising campaigns were carried out to address service delivery

### Case Study - 8

'Khuli Kachehri' organized by the AAWAZ UC Forum (AUF) provides opportunities for the local communities to put forth their demands for improved service delivery with a particular focus on health and education. In a 'Khuli Kachehri' organized by AUF Karak, a woman raised her voice against the indiscriminate distribution of Income Support cards under Benazir Income Support Programme (BISP), where poverty stricken women were deprived of their right to cash grants. This encouraged other needy women to stand up to register their complaints against BISP. A local woman MPA, who received/heard the complaints in the Kachehri assured timely provision of BISP cards to the deserving women, and requested the AUF to investigate the issue further. Upon inquiry, it was found that the team, which carried out the 'Poverty Survey' for BISP in UC Karak presented skewed findings, by colluding with local influentials, who nominated members from their vote-bank as beneficiaries of the scheme. With the assistance of the woman MPA, the AUF approached BISP authorities who in response intervened in the matter by co-opting the neediest women under their programme as recipients, through a fresh survey.



gaps in the education sector. Building on its oversight model, SPO successfully formed and strengthened District Education and District Health Monitoring Committees (DEMCs and DHMCs respectively), which have been legally notified by the district government. These DMCs comprise subject specialists including representatives from district Health and Education Departments as well as civil society activists working in the fields of primary education and health. During the year, DMCs developed and implemented Health and School Improvement Plans in the focus districts, as a result of which missing facilities were provided, and infrastructural gaps were addressed in 15 Basic Health Units and 10 Public Schools.

In response to the need for economically empowering women, SPO brings to the fore, multi-dimensional issues affecting women's livelihood, empowerment and development, for their subsequent redress. To overcome the social, economic and cultural barriers imposed on women, particularly in remote rural areas of Pakistan, SPO developed and capacitated a pool of 170 Local Women Resource Persons (LWRPs). These trained LWRPs, under the supervision of SPO's regional implementation arms, formed 135 Women's Groups (WGs) in their respective constituencies, and mobilized local women to organize themselves under these forums in order to effectively articulate their demands.

During the year, training on 'Gender and Violence Against Women (VAW)' was provided to LWRPs, who were subsequently provided financial support to plan and implement literacy/skill development programmes at their respective Literacy Centres (LCs). Resultantly, 150 rural women were provided basic literacy and numeracy skills, sensitized about their fundamental rights and provided livelihood support, in the form of small grants, for setting up their own business and/or procurement of sewing machines, embroidery equipment and stitching material. These WGs have not only provided rural women employment

### Case Study - 9

Ms. Afshan, an active member of AUF, prior to receiving training under the AAWAZ programme, had a discriminatory attitude towards her daughter as compared to her son. However, after learning about the equal rights of men and women, and the role a young woman can play to positively transform an entire society, she changed her beliefs, by placing more trust in and valuing the needs of her daughter. Now, she believes that it is up to the parents to raise their children equally. She now firmly believes that women can transform their societies and inspire generations to come to become more tolerant, responsible and respectable citizens.

opportunities but have also created space where these self-motivated women are able to articulate their common concerns most effectively.

WGs have proved instrumental in highlighting instances of women's rights violations, particularly domestic abuse and VAWG within their communities. To give momentum to the self-initiatives undertaken by these WGs and ensure provision of justice to victims and survivors of violence and rights violations, SPO made concerted efforts to develop linkages between WG members and local law enforcement agencies and Masalihati Anjumans (MAs). During the year, 5 consultative meetings with MAs and 27 linkage development meetings with key government and non-government institutions were organized. Furthermore, SPO launched 14 campaigns on "Men Ending Violence Against Women" to sensitize and engage community members, particularly youth and men in combating VAWG.



Partner Entity	Training of Trainers				Training on OM				Awareness Raising/Advocacy Events			
	#	Trainees			#	Trainees			#	Participants		
		M	F	Total		M	F	Total		M	F	Total
LRPs	5	-	40	40	3	-	69	69	137	3,886	6,145	10,031
HMCs	-	-	-	-	-	-	-	-	46	3,525	1,136	4,661
EMCs	-	-	-	-	-	-	-	-	39	3,128	732	3,860
<b>Total</b>	<b>5</b>	<b>-</b>	<b>40</b>	<b>40</b>	<b>3</b>	<b>-</b>	<b>69</b>	<b>69</b>	<b>222</b>	<b>10,539</b>	<b>8,013</b>	<b>18,552</b>

### Strengthening Voice and Accountability in Pakistan (AAWAZ)

The right of women to participate in political life is guaranteed by the Constitution of Pakistan and several international Conventions. But transforming an abstract right into reality requires hard work on the ground. Political parties are the primary vehicles for women's

participation in politics, as it is chiefly the function of political parties to promote women's political leadership role in the Electoral College. The inclusion of the perspectives of women and their participation in politics are prerequisites for democratic development and vital for good governance. There is a dire need to highlight the social, political and financial advantages of mainstreaming their role in politics. Although the Constitution of Pakistan guarantees dignity, freedom and equality to all citizens and forbids discrimination on the basis of gender, yet women remain marginalized in various aspects of public participation. This includes political participation, both in terms of holding office and voting. Not only do women face formidable barriers to enter the public sector, they are increasingly disenfranchised, thus eroding their political stake and diluting their political power. Women are un-registered in electoral rolls, face opposition when trying to vote, and are often turned away from the polls. Even during the general elections 2013, poor law and order situation and threats from Taliban and extremist religious outfits were a formidable barrier for women to exercise their right to vote and contest elections.

Under the AAWAZ programme, a national level conference was organized to mark 16 Days of Activism to End VAWG, wherein prominent women HRDs along with celebrities from the film and TV industry highlighted the need to enact women-friendly laws and take concrete measures to improve the status of women in the social, political and economic spheres. In order to mark the 32<sup>nd</sup> anniversary of the movement launched by the Women's Action Forum (WAF)

#### Case Study - 10

Through a collaborative effort, Pakistan Human Development Foundation (PHDF) and SPO identified Government Girls Primary School in Basti Sultanpur Hammara, District Khushab, the only girls' school in the area. The school lacked basic facilities such as furniture, clean drinking water, lavatories and electricity. Absence of a metalled road, made access to the school difficult because of which parents were reluctant to send their daughters. PHDF organized an advocacy campaign in collaboration with SPO to demand provision of basic facilities in the school. A walk was organized in which students, parents, teachers, civil society and media actively participated. Subsequently, meetings with the DCO and EDO Education were arranged to discuss the matter and register demands of the people of Basti Sultanpur. The DCO directed his Coordinator and District Officer to visit the area and assess the situation on the ground about missing facilities. The District Officer presented her findings about the missing facilities and after approval from the DCO, instructed the Assistant Education Officer (AEO) to take necessary action for the provision of missing facilities in the identified school. The AEO released a sum of Rs. 70,000 for the maintenance of the school, which was utilized for installing a hand pump, and repairing roofs and floors of the school. This resulted in increased student attendance, a highly positive outcome, which materialized due to the collaborative efforts of like-minded civil society organizations.

and Pakistan Women Lawyers' Association in 1981, a national level conference titled 'Hamara Pakistan Kaisa Ho Ga' was jointly organized by consortium partners of AAWAZ.

In order to sensitize women members of AAWAZ committees about women's rights, VAWG, and national and international women's protection laws and conventions, 200 community meetings were organized in the focus areas. 10 festivals/melas at the UC level were exclusively held for women to encourage them to step forward and take on a more proactive role for their social, political and economic empowerment. In order to effectively highlight women-related issues with women at the district level, 20 women's assemblies were organized. Moreover, during the pre-election phase, 20 awareness-raising meetings were held to educate women about the importance of voting as well as mobilizing them to participate in the 2013 elections.

Tier	Awareness Raising Events	Participants		
		M	F	Total
District Level	4	345	140	485
Tehsil Level	1	-	110	110
UC Level	24	1,982	3,939	5,921
Village Level	189	3,772	4,738	8,510
<b>Total</b>	<b>218</b>	<b>6,099</b>	<b>8,927</b>	<b>15,026</b>

### Quality Family Planning and Reproductive Healthcare through Community Mobilization: From Rhetoric to Reality

The project initially entailed a planning grant, through which a two-year project aimed at addressing public health care service delivery gaps, particularly family planning and reproductive healthcare, was approved for five districts including Lodhran and Khanewal in Punjab, and Tando Muhammad Khan, Matiari and Karachi in Sindh. During the planning phase, SPO carried out a detailed desk review to gather secondary data i.e. available theoretical and quantitative evidence that would serve as a baseline against which the programme would be designed. Findings of the desk review



revealed a need for expansion of programmatic scope to certain districts of Punjab province as against the initial scope of Sindh province only. The project is currently in its initial resource mobilization phase, following which the programme implementation will be initiated.

## We Care - Financial Empowerment of Women to Enable and Enhance Access to Maternal and Newborn Healthcare

The project seeks to assess the impacts and limitations of existing conditional/non-conditional cash transfer initiatives in Pakistan on women’s health in general, and Maternal and Newborn Health (MNH) in particular, to subsequently share findings and recommendations with pertinent stakeholders. During the year, the research component of the project was completed, including household surveys with 6,200 recipient and non-recipient households, focus group discussions and key informant interviews with key stakeholders. At present, the collated data is being analyzed, which will form the basis for subsequent evidence-based advocacy on MNH involving key state and non-state actors at local, provincial and national levels.

## Livelihood Enhancement and Protection (LEP) Project

Under the LEP project, SPO strives to improve the livelihood of the ultra-poor by creating job opportunities through provision of vocational training. In this regard, two UCs, namely Ladiyon and Jhungo Jalbani of Taluka Shahbandar, District Thatta were selected for programme implementation. Selection of the ultra-poor and most vulnerable individuals was carried out by utilizing Poverty Score Cards. Livelihood Investment Plans (LIPs) were developed, which served as a guiding tool for identifying the type of interventions required to equip selected communities with job enabling skill sets. The two interventions identified included (i) training on vocational, enterprise development and technical trades, and (ii) asset transfers. During the year, vocational

trainings were provided to 179 people, while under the asset transfer scheme, livestock was provided to 351 community members. The LEP project also provided an opportunity to 1,000 local community members (400 women and 600 men) to learn about natural resource management. Besides, linkages were built amongst LEP trainees, who were brought to a single platform of ‘Common Interest Groups (CIGs)’. Presently, 22 CIGs have been formed in the focus UCs.

## Water Energy and Climate Change Project

The project entails implementation of 120 Community Physical Infrastructure (CPI) schemes in 5 UCs of Taluka Shahbandar, District Thatta. The project chiefly focuses on five areas of development i.e. drinking water supply projects, infrastructure (culverts, small bridges and brick pavement), solar energy, wind energy and flood protective works. Out of these, one priority issue, as defined in the Village Development Plans formulated in consultation with community members, is selected for redress. To encourage community participation in local development initiatives and ensure sustainability of such projects, local community organizations are obligated to contribute 8% of the total project cost. So far, 43 CPI schemes have been successfully implemented in the UCs, of which 21 have been implemented by partner women’s organizations.

## Enhancing Access to, and Control over Energy Resources

The one-year project primarily deals with establishment of community supported mini-hydropower projects in Muzaffarabad and Hattian districts of AJK. The project focuses on two areas of intervention, i.e. community level

Vocational Training	Trainees			Training on Natural Resource Management	Trainees			Training on Enterprise Development	Trainees			Asset Transfer Schemes	Participants		
	M	F	Total		M	F	Total		M	F	Total		M	F	Total
11	134	45	179	20	400	600	1,000	2	82	2	84	15	255	96	351



research study, which will help project teams in assessing existing and potential issues hindering setting-up of mini-hydropower projects in focus areas, and secondly, based on research findings, policy advocacy campaigning, aimed at redefining legislation and mandates of WAPDA and Electricity Department of AJK to ensure equitable supply of electricity and facilitate local means of electricity generation.

During the year, two district level and one province level civil society networks were formed in Hattian and Muzaffarabad, each comprising representatives from 16 local CBOs. To build capacities of network members in order to enable them to articulate their demands more purposefully, capacity building workshops on advocacy and networking were organized. Additionally, 10 alliance building workshops in which more than 150 stakeholders from different walks of life including media unions, lawyer forums, and religious representatives were arranged. To create awareness about, and build public consensus on the electricity management

### Case Study - 11

With technical assistance from SPO, Dehi Taraqati Project (DTP) organized a consultation to hold government officials to account against the non-functional Rural Health Centre (RHC) in Matoli, Shujabad, Multan. Despite the availability of basic healthcare facilities, the RHC had not been made fully functional, as the doctors and the paramedical staff practised at private clinics. DTP invited a local MPA, DO Health, local politicians and community members to the consultation. In response to the issues tabled, the MPA expressed displeasure and promised to make the facility fully functional. Consequently, the emergency ward, operation theatre, I.C.U. and Gynaecology department, besides the laboratory were restored and made operational.

issue, seven networking meetings with public officials, seven public awareness seminars reaching out to 280 key stakeholders, and three information dissemination campaigns using Information, Education and Communication (IEC) and Behaviour Change Communication (BCC) material were undertaken.

Training on Advocacy & Networking	Trainees			Workshops on Alliance Building	Trainees			Awareness Raising Events	Participants		
	M	F	Total		M	F	Total		M	F	Total
7	440	103	543	10	300	32	332	03	350	-	350



## Empowering Vulnerable Communities for Improved Livelihoods and Resilience

The goal of the project is to improve livelihoods of disaster-affected communities in UC Hattian Bala and UC Langla of district Muzaffarabad, AJK, through community-managed development initiatives. Under this project, 162 members of Local Support Organizations (LSOs) and Village Organizations (VOs) were trained to strengthen their capacities and enhance their organizational skills. During the year, 60 women, in the project UCs, were trained in poultry management and provided poultry units and feed. In a bid to increase access to productive assets, one training session was held and livestock was provided to 15 trainees. 26 community members were capacitated as livestock extension workers while another 66 community members were trained

in beekeeping and candle making. Two trainings were held on enterprise development to enable participants to establish collective production and LSO operated sales points. Additionally, five trainings were organized for 125 Extremely Vulnerable Individuals (EVIs) to enhance their off-farm marketing skills and 19 EVIs were provided grants to start small businesses. 24 LSO members were provided Training of Trainers (ToTs) on disaster management and preparedness. LSOs, with the technical support of SPO, developed 29 Village Development Plans (VDPs) and Disaster Preparedness Mechanisms (DPMs). In order to protect at-risk communities, LSOs were provided Community Infrastructure Funds to rehabilitate small-scale infrastructure schemes that were identified earlier through DPM.

Capacity Building Training	Trainees			Skill Building Training	Trainees			Enterprise Development Training	Trainees			DPM Training	Trainees		
	M	F	Total		M	F	Total		M	F	Total		M	F	Total
8	129	49	178	6	74	140	214	2	24	26	50	3	59	20	79



## Gender Justice

**M**ainstreaming gender in the institution remained one of the priority areas of SPO during the reporting period. In 2012, a gender audit was carried out at SPO that highlighted a margin for improvement within the organization. In order to address these gaps and to mainstream gender in all programmatic activities, a fulltime Programme Specialist (Gender) was taken on board.

The Anti-Harassment Act passed in 2010 by the Parliament mandates all organizations to ensure basic compliance in the work environment. In this regard, SPO formally implemented the law within the organization as well as with partner entities at the regional and district levels. Compliance with the law includes adoption of the code of conduct, its orientation to all staff and formation of an inquiry committee in each office/sub-office. For the purpose, SPO organized orientation of all staff, including support staff, displayed the code of conduct in all offices and formed inquiry committees in all regional offices and the National Centre.

In order to ensure gender sensitivity in the work environment, Gender Core Groups (GCGs) that serve as oversight functionaries were formed in all regional offices and the National Centre. GCGs comprise a total of 32 members including 15 men and 17 women from mid-level to lower level positions. Terms of Reference (ToRs), clearly delineating the role of these monitoring bodies, were developed, which were formally approved by the Chief Executive.

For affecting the desired policy reforms at the provincial and national levels, SPO remained actively engaged in its capacity as a member of different alliances that are striving to elevate

the status of women through advocacy for the formulation and enactment of women-related legislation and implementation. Some of the key women's rights issues advocated through these campaigns, organized during the year in collaboration with the EAWG Alliance and IHI, revolved around the Domestic Violence Bill and Acid Burning Comprehensive Bill. In consideration of the General Elections held in May 2013, enhancing political participation of women remained the overarching theme of SPO's programmatic interventions carried out during the year. In this regard, various capacity building and support initiatives were undertaken to create an enabling environment for underprivileged women, from urban and rural settings, to contest the 2013 elections. To ensure increased women voters' turnout, SPO continuously advocated with key decision-makers in its focus communities, and key government departments including the Election Commission of Pakistan (ECP) and National Database and Registration Authority (NADRA).

Continuing in this vein in the coming years, SPO plans to continue its advocacy for promulgation of legislation on Domestic Violence and other pending Bills at the provincial level and promote women's participation in Local Government elections in all SPO focus districts.





## Humanitarian Response

The Disaster Preparedness and Response Department (DPRD) at SPO has over time emerged as the foremost platform for raising the voices of those who remain unheard and unattended in pre- and post-disaster situations. The increased acceptance of DPRD as the leading humanitarian outfit at national and international levels can be attributed to its vital role in generating knowledge and multidimensional evidence through experimentation, piloting of Community-Based Disaster Risk Management (CBDRM), Disaster Risk Reduction (DRR), cash transfer programming, disaster resilience interventions,

introduction of new technological solutions for improved quality and accountability as well as achieving new structural reforms within the organization itself. All these measures have contributed in transforming DPRD into a vibrant, experienced and proactive unit.

The 2012 monsoons brought heavy rains that created catastrophic situations in multiple districts in southern parts of the country and left around 5 million people severely affected. However, the government's response was, at best, lukewarm, leaving the affected population without adequate food, shelter, medicines and WASH services. In this background, DPRD, in partnership with National Humanitarian Network (NHN) and CARE International, designed a national level advocacy campaign in order to provide relief to disaster affectees. The campaign entailed 3 provincial-level seminars in Sukkur, Quetta and Multan, and one national-level seminar in Islamabad. The seminars brought together key stakeholders including representatives from PDMAs, DDMA's, UN agencies, international NGOs and national civil society activists and organizations, where a positive discourse over the plight of the affected population, and dire need for an urgent response by the government and the international humanitarian community, was generated. The campaign yielded the envisioned results, as all key stakeholders achieved consensus on the urgency of a need-driven response, and demanded, from concerned government authorities, an expeditious, accurate, realistic and detailed assessment of the on-ground situation so that appropriate relief assistance could be extended to disaster-hit areas.

Climate change is relatively a new thematic area for the department though it is directly linked with the primary mandate of disaster risk reduction and risk management. In July 2012, DPRD, in partnership with CARE International and Sustainable Development Policy Institute (SDPI), organized a policy review dialogue, and subsequently, developed and presented a discussion paper on the National Climate Change Policy to the Climate Change Ministry, author of the Climate Change policy, SPO's BoD members, leading civil society organizations, field experts, academia and students. Mr. Qamar-uz-Zaman Chaudhry (author of the policy) greatly appreciated the significance of the seminar, emphasizing that *"such dialogues will help the government in refining the policies in the light of public concerns and feedback"*.

A compilation of Mr. Naseer Memon's articles on "Climate Change and Natural Disasters" published in various national newspapers, was also presented at the occasion. This compilation was also translated into Urdu and two regional languages i.e. Pashto and Sindhi. This booklet has become a vital reference material for researchers, students and decision-makers working on climate change at the national level.

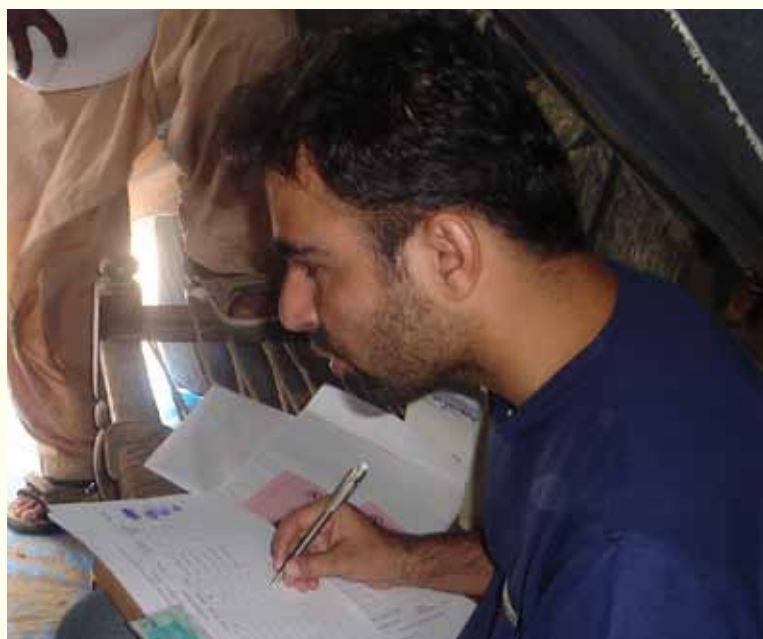
During the year, six early recovery and rehabilitation projects funded by Catholic Agency For Overseas Development (CAFOD), International Organization for Migration (IOM), Oxfam GB and International Development and Relief Foundation (IDRF) Canada were implemented in districts Dadu, Tando Mohammad Khan and Kashmore. The projects primarily focused on disaster resilient livelihoods, DRR, emergency recovery, shelter and WASH interventions.

In June 2013, DPRD, with the aim to provide safe, direct and easy access to project communities for registering complaints and provide feedback and suggestions about the quality of services being delivered through on-going projects, established “Beneficiary Communication Section (BCS)” in Hyderabad region. BCS, at present, is serving in dual capacity i.e. firstly, the system is being utilized as an early warning system through which voice and text-based messages are sent to the communities in disaster-prone areas. Secondly, BCS serves as a complaint handling and registration mechanism. The communities can access the system to get project and referral information as well as report their grievances directly to SPO’s head office for immediate redressal.

The innovative humanitarian response models devised and implemented by DPRD have gained global recognition. DPRD’s ‘Kashmore Disaster Resilient Livelihood’ model is one such model that was presented to prominent delegates from Sri Lanka, Myanmar, Thailand, Indonesia, Malaysia, Germany, India, Nepal and Bangladesh at the international forum organized by Asian Resource Foundation in Thailand. SPO was also consulted for the “Global Leaders Conference on Humanitarian Standards” organized by the Joint Standards Initiative in Copenhagen where international experts devised strategies for improving the existing international humanitarian standards.

### Case Study - 12

National Rifahi Organization (NRO) is a non-profit organization working for the welfare and uplift of the poverty stricken population of District Layyah. UC Kotala Haji Shah is located in a flood-prone region of District Layyah in southern Punjab, where majority of the people are illiterate and living below the poverty line. Approximately 500 families are settled in five villages of the UC. However, none of the villages has a primary school, leaving the school-aged children deprived of education. In order to tackle the issue, the NRO designed a six-month advocacy campaign with the support of SPO. The campaign was aimed at creating awareness among the people of UC Kotala Haji Shah about the importance of education, and to lobby with relevant officials of government line departments, for the provision of necessary educational facilities in the area. NRO initiated the advocacy campaign through sensitization campaigns involving the local communities of the five villages of UC Kotala Haji, and consultations with the elected political representatives and the government officials. The sustained and consistent efforts of the NRO paid off the desired dividends eventually, as necessary educational facilities including the teachers, school building and related required resources were made available by the provincial government for the much-needed education of the out-of-school children.





## SPO's Emergency/Early Recovery Response during 2012 Floods

Province	District	Project Title	Scope of Work	Recipients	Donor
Sindh	Kashmore	Provision of Conditional and Unconditional Cash Grants to disaster-affected households	To help 2000 extremely vulnerable families through cash transfer programming for improving their devastated livelihoods in 2012 rains disaster	2000 (families)	CAFOD
	Dadu – Johi	School WASH Improvement and Advocacy Project	Rehabilitation of 4 Schools as demonstrating model disaster resilient schools in Dadu and equipping 50 schools with teaching and WASH related IEC material	Communal Benefit	Oxfam GB
	Dadu-Johi	Facilitating Access and Quality Education for Girls through evidence-based advocacy	Implementation of Disaster Resilience models for evidence-based advocacy in future, provision of complete teaching and learning material, balance teacher-student ratio where required, training on health & hygiene and dissemination of key messages in 14 Schools of the district	Communal Benefit	Oxfam GB
	Dadu	Provision of WASH Services in the villages of UC Kamal Shah, Sub-District Johi, District Dadu	Improving living conditions of 2000 families through provision of health and hygiene material, clean drinking water and improved sanitation services	2000 (families)	IDRF
	Tando Muhammad Khan	One-room Shelter	Construction of 520 one-room shelters for rain-affected families	520 shelters	IOM
	Kashmore	Enabling Resilience through Peace Building and Economic Development in Pakistan	Training of 180 artisans and provision of cash grants worth PKR 20,000/- each to trainees, DRR sessions and development of DRR plan, establishment of 8 Early Warning Systems and training of community for its effective utilization	180 artisans	CAFOD

## Institutional Strengthening

### SPO Marking 20 Years

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, over a span of 20 years, has emerged as a leading Pakistani rights-based civil society organization, in terms of its countrywide presence and outreach. Building on its participatory development model, an approach strongly propagated by its founding members, SPO has over time, harnessed volunteer community and national level networks such as CSNs, DSCs, PSCs, WGs, Women Protection Networks (WPNs), HMCs, and EMCs comprising more than 3,500 civil society organizations, groups and forums that represent the voices of the downtrodden and traditionally excluded citizens, particularly women, girls, youth and minority groups in more than 74 districts of Pakistan. To bring these networks into the mainstream, SPO has nurtured strong coalitions between these voluntary forums and key government functionaries. Resultantly, not only have some of these networks including DSCs, EMCs and HMCs, been formally notified by the district governments but are now also working in close collaboration with rights-holders and duty-bearers alike, for resolution of a wide spectrum of local to national level socio-economic and political issues facing the communities.

SPO believes that gaining the confidence of key stakeholders is an imperative for the success of any development initiative. To this end, SPO constantly endeavours to establish itself as a responsible, transparent and accountable

organization in the eyes of its partner communities, top-tier decision makers and the international development community. SPO's pursuit towards excellence is evidenced by the various certifications received from national and internationally recognized organizations such as Humanitarian Accountability Partnership International (HAP), and Pakistan Centre for Philanthropy (PCP). Additionally, SPO, over the years, has formed successful alliances with bilateral and multilateral agencies such British High Commission (BHC), Canadian International Development Agency (CIDA), European Commission (EC), Embassy for the Kingdom of Netherlands (EKN) and United States Agency for International Development (USAID) as well as international entities like Development Alternatives Inc. (DAI), Research and Advocacy Fund, Action Aid, Save the Children UK, Save the Children US, Oxfam GB, Oxfam Novib, Care International and The Asia Foundation for promoting good governance, development programmes and harnessing peace and social justice in the society.

### Linkages and Networking

SPO has a dedicated component for network building with civil society activists and organizations contributing towards the realization of equal rights for all. These networking events play a pivotal role for 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.

SPO engages with its diverse networks and strives to affect the desired reforms in the areas of good governance, dispute resolution, human rights, rule of law, and public health and education services with a particular focus on under-developed semi-urban and rural communities. During the year, 110 networking events were conducted across 8 regions and the National Centre. The events were aimed at creating opportunities for SPO's partner organizations to build linkages and to promote potential partnerships with sectoral, regional, provincial and national networks, forums and organizations.



SPO is/has been an active member of the following CSNs and public/private entities, as well as international bodies. It is worth mentioning that SPO has founded and hosted some of the most vibrant networks in the list given below:

- Founding Member Insani Huqooq Ittehad (IHI); (SPO is currently hosting the Secretariat)
- Member Advisory Committee and hosting the secretariat of Pakistan Human Resource Network (PHRN)
- Member Mumkin Alliance; hosting Punjab Secretariat
- Founding Member We-Can Campaign; a network of over 450,000 change-makers working in 35 districts across the country to end violence against women and girls
- Member of National Resource Group and BoD - Pakistan Coalition for Education (PCE)
- Member Children's Rights Movement (CRM)
- Member EVAWG Alliance
- General Body member and active partner in project implementation: Free and Fair Election Network (FAFEN)
- Member BoD Pakistan Coalition for Free and Fair Elections (PACFREL)
- Member Gender Voices
- 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 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 WPF
- Member Project Advisory Committee: Gender and Social Vulnerability to Climate Change (project of SPDC)
- Member Technical Committee for 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 (Multan)
- Member HuCaN (Human Capital Network); a forum formed by HR professionals of Islamabad
- Member Central Executive Committee - National Humanitarian Network (NHN)
- Member General Body – Pakistan Reproductive Health Network (PRHN)
- Member [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 International (HAP)
- Member Pakistan Disaster Risk Reduction (DRR) Forum
- Member National Steering Committee - ONE (UN) WOMEN
- Member Strategic Advisory Group National Shelter cluster - UNOCHA
- Member Joint Action Committee, Hyderabad
- Member UN Women Civil Society Advisory Group (UNW/CSAG)
- Member BoD Liberal Forum Pakistan
- Member Advisory Council - Voice of New Generation Hyderabad, Sindh
- Member Sindh Disaster Response Forum
- Member Community Advocacy Dialogue Forum, Kech - Mercy Corps Hyderabad, Sindh
- Member General Body of All Balochistan Academy, Turbat
- Member Constituency Relations 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 Pakhtun Awareness Movement (PAM), Khyber Pakhtunkhwa
- Member Humanitarian Assistance Network, Khyber Pakhtunkhwa
- Member Provincial Steering Committee - Strengthening Poverty Reduction Strategy and Monitoring (SPRSM), Balochistan
- Focal Organization of Balochistan Humanitarian Response Network (BHRN)
- Member Human Rights Cell; Directorate of Human Rights Pakistan, Balochistan
- Member BoD Energy Conservation Fund (ECF)
- Member Forum Against Child Marriages, Punjab
- Member Protection against Domestic Violence, Punjab
- Member Aman Tehrik Network, Peshawar
- Member Balochistan Mahigeer Network, Turbat
- Member Advisory Committee - Women Technical College, Qasimabad, Hyderabad, Sindh
- Member BoD Health and Nutrition Society Hyderabad, Sindh

#### SPO-UK

SPO-UK, a Company Limited by Guarantee, was incorporated and registered as a charitable institution by the Companies House on 14<sup>th</sup> June

2011, and the Charities Commission of England and Wales under the Companies Act 2006 in March 2012. SPO-UK's mission is to work with Pakistani and Asian Diaspora as well as local and other international communities in UK, in order to promote intra- and inter-communal dialogue on mutual harmony, peace and tolerance. It is envisaged that SPO UK's efforts will ultimately feed into the worldwide endeavours for the realization of peaceful communities, groups and societies around the globe.

SPO-UK's area of work includes promotion and protection of human rights, poverty alleviation, provision of better education and health services, social justice, and environmental preservation, with a special focus on women, children and marginalized communities.

During the last year, the focus of organizational activities chiefly revolved around funds mobilization and potential collaboration with Pakistani and other Asian Diaspora in UK. In this regard, four meetings of the Board of Directors (BoD) were organized where the senior management deliberated, at length, upon devising strategies for future programmatic interventions.

### Social Development Enterprise

Social Development Enterprise (SDE) is an extended arm of SPO, set up as a not-for-profit Company Limited by Guarantee, registered on 3<sup>rd</sup> June 2013 under section 42 of the Companies Ordinance, 1984. SDE aims to provide subsidized services to the focus groups, communities and individuals, and redirect its income for the uplift, growth and development of the most vulnerable and underserved communities. To achieve this, SDE envisions setting up of state-of-the-art training units across Pakistan, especially in districts where SPO already has a strong presence. These training centres will host, conduct and deliver seminars, conferences, advocacy events and tailored services to build the capacities of communities and professionals

with a particular focus on institutions, networks, community activists and volunteers for effective pursuance of community development agendas; and provide relief assistance during natural and human-induced disasters.

The year witnessed the formal engagement between SPO and SDE, which was marked by the signing of the MoU between the two organizations. The first meeting of the BoD of SDE was held in June 2013, wherein elections for the positions of Chairperson and Vice-Chairperson, and appointments for the position of Chief Executive, Company Secretary, Chief Accountant, Auditors and Legal Advisors, took place.

The list of SDE's first BoD is given as under:

<b>Ms. Parveen Akhtar,</b> Member (KP Province)	<b>Ms. Arifa Mazhar,</b> Member (Federal Capital Area)
<b>Prof. Dr. Karamat Ali,</b> Member (Punjab Province)	<b>Mr. Naseer Memon,</b> Member (Federal Capital Area)
<b>Mr. Javed Jabbar,</b> Member (Sindh Province)	<b>Ms. Sadiqa Salahuddin,</b> Member (Sindh Province)
<b>Dr. Tufail Mohammad Khan,</b> Member (KP Province)	<b>Ms. Zeenat Yaqoob Yousufzai,</b> Member (Balochistan Province)

### Board of Directors/General Body

During July 2012 to June 2013, four meetings of the SPO BoD and one Annual General Meeting of the SPO General Body (GB) took place. In these meetings, the BoD and GB approved the Annual Progress Report, Annual Audit Report, Annual Work Plan and Budget for the next year. Furthermore, re-elections of the SPO Board of Directors, Finance and Audit Committee for the next three years, ending October 2015, were also held. For a list of the re-elected BoD, please refer to the section, 'Origin, Values and Governance of SPO' (page 9).



Other major decisions taken by the GB included, organizing a national level conference on “The Socio-Political Situation in Balochistan” in December 2012. The BoD approved Rs.2 million for immediate response to flood-affected areas, selection of a committee to celebrate 20 years of SPO, and approval of transferring the Training Unit facility in Hyderabad including its furniture and fixtures, and two vehicles to the SDE.

### **Management Information System (MIS)**

SPO has in place a robust, virtually manageable IT-based programme planning, management, monitoring and reporting application, namely SPO-MIS that has allowed SPO’s transition from a conventional, to a more sophisticated and technology-managed organization. The application serves multiple purposes, i.e. work plan management, online reporting and monitoring, real-time performance evaluations of field/programme teams at individual as well as 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 programmes, volumes of case studies, profiles of SPO’s countrywide partner civil society entities, Expressions of Interest (Eols), concept notes, and proposals.

The MIS application is constantly evolving with the incorporation of additional interactive features. During the year, SPO-MIS was upgraded to incorporate additional features in both its work plan management and data archiving functions. With the inception of the AAWAZ programme, there was a felt need for a separate customized planning, monitoring and reporting window. In this regard, project-specific features including customized activity reporting templates, partner profiles, and district-level performance evaluation indicators were introduced in the application. Additionally, the feature of ‘Variance Analysis’ was incorporated, which allows the management to keep a check on any variances between the donor-negotiated

quantitative monthly and quarterly work plans and programme achievements. Through utilizing this feature, the management is able to keep track of any major or minor variations, and to take timely decisions. New options were similarly made available in the data repository feature to ensure free flow of information. Staff members across Pakistan can now access all Annual Reports, Policy Review Papers and Training Modules, whether developed at the regional or national level.

With the increase in the number of users accessing the application, the threat of potential automated attacks and hacking attempts has increased proportionally. To combat this potential threat, advanced security protocols were introduced in the MIS.

### **Human Resource Development**

The Human Resource Department at SPO is housed centrally at the National Centre. To ensure streamlined progression of recruiting and other HR-related activities, a virtual application, SPO-HRMIS, has been in place since 2009. All HR-related data including Personal and Employment Records, issuance of employment contracts, personnel actions and staff benefits handling, payroll maintenance, and performance evaluation of all employees is being managed through this application. During the year, the recruitment system was further refined and enhanced by the development of a dedicated online recruitment portal. This recruitment module allows for the creation of résumé profiles by prospective candidates, and simplifies the recruitment procedure by providing a one-click submission of their applications. HRMIS offers an online performance appraisal mechanism that was fully adopted in 2012-13. SPO switched from an annual performance appraisal system to a competency-based performance management system in which line managers play a pivotal role in developing competencies of the team for increasing productivity through an



ongoing needs assessment process. A new and improved HR section on the SPO website was also successfully launched, which will provide valuable information to prospective donors and employees about SPO's HR philosophy, recruitment policies and procedures, shared values, and news regarding recent HR events.

With the ongoing addition of new projects, recruitment activities also showed an increase during the past year. A sizeable increase in staff for humanitarian projects resulted in the total staff strength increasing to 361 employees in June 2013; a 57% increase from June 2012. In line with SPO's Gender Policy, which promotes equal gender ratios at all tiers, concerted efforts were made to ensure representation of women at the decision-making level. In this regard, the year 2012-13 witnessed the appointment of women managers in the Finance and Internal Audit Departments.

In line with its mission to promote the interests of its staff, SPO took concrete steps to improve the staff compensation and benefits regime including revision of Medical Insurance and Life Insurance benefits, and development of a needs-based staff training and development plan. The Human Resource Development (HRD) plan at SPO provides a framework for the development of its human capital and identification of capacity gaps. The senior management staunchly believes that without investing in its human resources, success cannot be achieved at any level. Based on that belief, SPO's management provides equal learning opportunities to its staff members through various national and international training courses. During the year, SPO arranged a total of 49 trainings for 179 staff members. Similarly, considering the specific training needs of some staff, a number of customized trainings were conducted including First Aid and Security training for all support staff and an English language course for all staff in Karachi and Turbat regions. SPO also supported 18 international trainings for 11 men and 4 women

staff members. Additionally, two study grants were also extended to SPO staff members allowing them to enhance their professional qualifications.

### List of Publications

S. #	Publication Name	Language
1.	Discussion paper 11 Analysis of Budgetary Allocations for Poverty Reduction, Social Sector, Human Development and MDGs – 2011-2012 by Dr Pervez Tahir, Naseer Memon and Wasim Saleem	English/Urdu
2.	Discussion paper 12 A Review of Pakistan Climate Change Policy	English
3.	Discussion paper 13 Solace of Baluchistan	English
4.	Discussion paper-14 Situation analysis of Education System in Baluchistan	English
5.	Discussion paper-15 Post 18 <sup>th</sup> Amendment of the Constitution of Pakistan	English
6	Climate Change and Natural Disasters in Pakistan 3 <sup>rd</sup> Edition	Sindhi/ Pashto
7	Climate Change and Natural Disasters in Pakistan 3 <sup>rd</sup> Edition	English/Urdu
8	Climate Change and Natural Disasters in Pakistan 4 <sup>th</sup> Edition	English
9	Strengthening Voices-3	English
10	Poetry on women rights (Mujhe Khutba	Urdu
11	Aman Ki Aas mai	Urdu
12	Annual Report 2011-12	English
13	Quarterly Newsletter (Shirkati Taraqee)	Urdu/English
14	Posters, leaflets, banners and flyers, etc.	All National languages

## Challenges

**T**errorist attacks, internal conflicts fuelled by religious, ethnic and sectarian violence, and a myriad of governance and development challenges constrain SPO's ability to implement its programme in an orderly and sustained manner. The recent upsurge of violence and series of bomb attacks in KP, Punjab, Sindh and Balochistan demonstrate the growing severity of the threat that extremist and radical elements are currently posing to the Pakistani citizenry and State. The overall security situation is precarious and so far little has been done to map the growing extremism and increasing linkages between the terrorist and extremist organizations and criminality. These circumstances are decreasing space for civil society, development practitioners, volunteers and rights activists to freely operate. There are fewer opportunities to participate in governance processes. It is a major challenge while working in situations of conflict. With little possibility of influencing government policies and achieving social change due to either the circumstances of conflict, or being deliberately targeted, the effectiveness and quality of our work is significantly affected. Limits imposed on freedom of movement, restrictive legislation and a divided society, all present challenges to the effective implementation of the task at hand.

At the same time, the current political uncertainty and the poor law and order situation in the country is posing challenges to the ordinary citizen to participate in daily business. Frequent incidents of bomb explosions at public places, perpetration of suicide bombings by extremist elements bathed in religious dogmatism and firing of bullets on innocent civilians by miscreants demonstrate that the volatile law

and order situation is gravely affecting social, political, economic and religious spheres of Pakistan. This unwanted state of affairs has given birth to uncertainty and frustration which are acting as a blight on our society. Moreover, in the wake of double digit inflation and rising unemployment and poverty (especially among women), the poor and the middle class find it difficult to meet their basic needs and lead a respectable life. This in turn, is keeping ordinary citizens away as it is having an adverse impact on the spirit of volunteerism which is the backbone of all civil society movements and campaigns, including the Aawaz Programme.

Other formidable challenges faced by the SPO programme and project implementing teams were the introduction of restrictive legislation by the state authorities in the form of anti-terrorism laws, anti-NGO laws, complex registration processes, limits on access to, and publication of information, and restrictions on the right to peaceful assembly.



## Opportunities



SPO believes that a democratically elected, financially autonomous, accountable and independent Local Government system, guided by people-centred principles of governance, rights, responsibilities and service-orientation is the key to ensuring genuine democracy at the grassroots level. The Supreme Court of Pakistan's recent order to conduct Local Government elections is a step in the right direction as it would initiate the process of devolving administrative and fiscal control to the democratically elected local governments. This will enhance efficiency, transparency and equity in resource allocation and social service delivery. There is dire need for an effective, efficient and sustainable system of local governance backed by constitutional protection/guarantees. Decentralization has the potential to promote democratic governance at the basic tiers. It places key political and developmental decisions closer to the grassroots level and thereby raises the quality and relevance of political and economic debates. Moreover, it strengthens popular participation and helps design social services to meet the specific needs of the local communities and to tailor solutions to local problems.



## Lessons Learnt

SPO's genesis from the Small Projects Office to one of the leading rights-based socio-economic development organizations of Pakistan, while a remarkable journey, has not been without its share of challenges. Some of the major challenges that SPO was able to mould into opportunities, and which provide valuable lessons learnt, were:

- In 1994, with its transformation from a bilateral development project to a non-government organization, SPO, based on its past learning, recognized the need to shift its focus from that of a solely development-oriented approach to a rights-based development approach. For this purpose, SPO modified its programmatic mandate. The need was felt to move beyond managing small grants only. Instead, it was decided to help develop an informed citizenry base, which advocates for the rights of dispossessed communities. To this end, SPO introduced its first capacity-building initiative named Development Planning and Management (DP&M). The aim was to harness capacities of micro- to meso-level community-based organizations (CBOs) in the areas of Human Rights, Gender Justice, Good Governance, Environment Protection and Organizational Development. This model proved successful, as many partner CBOs transitioned from small-scale welfare-oriented organizations to self-sustaining rights-based civil society entities.
- The initial focus of SPO's development approach was on capacity-building of individuals rather than that of organizations. However, after experimenting with this model for about 14 years, SPO realized



that while working with individuals has its own value, in order to create a sustained movement around human rights, working with, and building linkages between civil society organizations (CSOs) is more effective. In view of this realization, SPO shifted its focus to institutional development. Subsequently, Participatory Development Coalitions (PDCs) were formed.

- Over a period of time, SPO gained deeper insights. At one stage, SPO facilitated the formation of a number of Civil Society Networks (CSNs), which presently serve as strong pressure groups. They now lobby with government agencies, legislators, policy-makers, and formal and non-formal decision-makers for redressal on issues of mutual concern.
- Witnessing the success of CSNs, SPO realized that this coalition-based approach, if replicated with the political leadership, would prove immensely effective in mobilizing representatives from mainstream political parties to take on a more proactive role in advocating desirable policy reforms at the district, provincial and national levels. To this end, SPO capacitated and subsequently mobilized political activists to form non-partisan forums at the district level named District Steering Committees (DSCs). These well-trained DSCs are now actively lobbying and networking with key government departments, policy-makers and peer activists to highlight legislative, governance and development issues.
- While SPO's primary focus remains on the enactment of pro-people legislation and governance reforms, owing to its widespread outreach and standing in its focal and partner communities, SPO, witnessing the plight of disaster affectees, was obligated to expand its area of interventions in order to provide relief

and rehabilitation in disaster- and conflict-affected areas (e.g. earthquakes, floods, droughts and the Malakand IDPs of 2009). SPO's management then felt the need to give more vertical and horizontal depth to its humanitarian programme. To this end, SPO established a separate Disaster Preparedness and Response Department (DPRD) in 2010. This has come a long way in its mere 3-year history. Presently, SPO, as a full member of the Humanitarian Accountability Partnership International (HAP) and the National Humanitarian Network (NHN), works with national, bilateral and multilateral development humanitarian organizations to address a wide spectrum of activities. These include disaster preparedness, mitigation, response, relief and early recovery/rehabilitation measures.



## Way Forward

Pakistan has striven, at least in the rhetoric provided by both civilian and military governments, for the democracy, pluralism, tolerance, egalitarianism, human rights, freedom of expression and protection of minority rights; but in practice, the country has continued to drift toward authoritarianism, religious extremism, gender injustice, ethnic strife and intolerance towards minorities, both Muslims and non-Muslims. This chasm between animated political rhetoric and grim political reality has baffled the world as much as concerned and committed Pakistanis.

The year 2013 witnessed the first democratic transition in the history of Pakistan, with the completion of a full term in office of one elected government and the successful polling for the election of a new government. It was a significant milestone in the democratic history of the country where the military had ruled for over thirty-four years and the interim governments had a tendency to stick to power. The elections opened new avenues of hopes and aspirations for the people who have long suffered at the hands of feudalism, tribalism, fanaticism, sectarianism, terrorism and extremism.

The absence of a representative local government system for decades has narrowed the space for the citizens' active role to contribute in the public affairs and hold their governments to account. Thus, the decisions pertaining to delivery of basic services remain marked by arbitrary and closed processes and mechanisms. With the poor and marginalized segments being perpetually excluded from decision-making processes, the likelihood of resources allocated for the development of people bearing any fruit remains minimal. There is a need to bridge the gap between grassroots

realities and public policy. SPO believes that decentralization and local governance will empower individuals and communities socially, financially, and politically to bring about a positive, healthy and constructive change in the life of all citizens. In view of this, SPO has accelerated its endeavours towards engaging provincial governments more meaningfully and proactively.

SPO has been striving for local government systems, which create among the citizens a sense of their common interests. SPO believes that meaningful decentralization of power, manifested in the form of a strong system of local governance is the key prerequisite for facilitating sustainable development and promoting good governance. It is, therefore, critical that policy-makers, technical experts, scholars, practitioners, and key stakeholders advance their understanding and appreciation of issues relating to local government and decentralization, and develop a consensus on how these concepts and principles can be incorporated in the upcoming Local Governments.

SPO plans to increase its own and its partners' understanding of, and engagement in gender equality and gender justice; ethnic, religious and sectarian harmony and pluralism; preservation of socio-cultural and linguistic diversity and heritage; human rights concepts and practice; justice; environmental issues and sustainable development; pro-people, anti-poverty economic reforms; and grassroots-centred, rights-based economic development processes. SPO hopes it can create small ripples, which would have the potential to merge into bigger ripples of citizens' voice and action countrywide.

# Registration Certificate

## GOVERNMENT OF PAKISTAN



### CERTIFICATE OF INCORPORATION

(Under section 32 of the Companies Ordinance, 1984 (XLVII of 1984))

Company Registration No. I-01361

I hereby certify that "SPO (STRENGTHENING PARTICIPATORY ORGANIZATION)"

is this day incorporated under the Companies Ordinance, 1984 (XLVII of 1984) and that the company is limited by guarantee

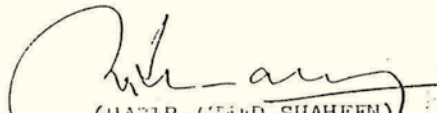
Given under my hand at Islamabad

this 15<sup>th</sup> day of January

one thousand nine hundred and ninety-four

Fee Rs. 500/-



  
(NAZIR AHMED SHAHEEN)  
DEPUTY Registrar  
of Companies  
ISLAMABAD



## SPO NATIONAL CENTRE

House 9, Street 51, E-11/3, Islamabad, Pakistan

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### BALOCHISTAN

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Email: turbat@spopk.org

### KHYBER PAKHTUNKHWA

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### PUNJAB

#### MULTAN

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### SINDH

#### HYDERABAD

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### AZAD JAMMU KASHMIR

#### MUZAFFARABAD

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