



SPO

Strengthening
Participatory
Organization

اداره استحکام شرکتی ترقی

Annual Report

2013-2014



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July 2013-June 2014

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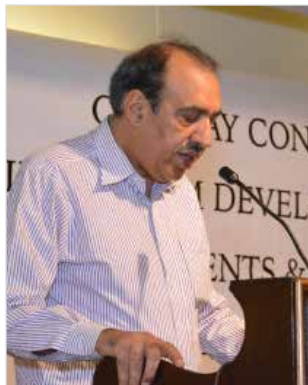
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Acronyms

AAC	AAWAZ AAGAH I Centre	HAP	Humanitarian Accountability Partnership
AJK	Azad Jammu and Kashmir	HMC	Health Monitoring Committee
ALNAP	Active Learning Network for Accountability and Performance	HR	Human Resource
ALWG	Accountability Learning Watch Group	HR	Human Rights
AUF	AAWAZ Union Council Forum	HRDs	Human Rights Defenders
AVF	AAWAZ Village Forum	IEC	Information Education and Communication
BCS	Beneficiary Communication System	IHI	Insani Huqooq Ittehad
BHC	British High Commission	IOM	International Organization for Migration
BHRN	Balochistan Humanitarian Response Network	LEP	Livelihood Enhancement and Protection
BoD	Board of Directors	LSO	Local Support Organization
CBO	Community-Based Organization	LTEOOP	Long Term Election Observation and Oversight in Pakistan
CE	Chief Executive	MDGs	Millennium Development Goals
CHC	Canadian High Commission	MNA	Member of National Assembly
CIDA	Canadian International Development Agency	MNH	Maternal and New-born Health
CPI	Community Physical Infrastructure	MPA	Member Provincial Assembly
CR	Conflict Resolution	NDMA	National Disaster Management Authority
CRG	Constituency Relations Group	NGO	Non-Government Organization
CRM	Children's Rights Movement	NHN	National Humanitarian Network
CSN	Civil Society Network	OM	Organizational Management
CSO	Civil Society Organization	PDC	Participatory Development Coalition
DAI	Development Alternatives Incorporated	PPAF	Pakistan Poverty Alleviation Fund
DDF	Dera Development Forum	PSC	Provincial Steering Committee
DFID	Department for International Development	PWGs	Policy Working Groups
DG	Democratic Governance	RCA	Research Campaigning and Advocacy
DPM	Development Planning and Management	SPM	Sectoral Planning and Management
DPRD	Disaster Preparedness and Response Department	SPO	Strengthening Participatory Organization
DSC	District Steering Committee	SDE	Social Development Enterprise
DTC	District Technical Committee	ToT	Training of Trainers
ECP	Election Commission of Pakistan	UC	Union Council
EMC	Education Monitoring Committee	UDHR	Universal Declaration of Human Rights
FATA	Federally Administered Tribal Areas	USAID	United States Agency for International Development
FGD	Focus Group Discussion	VOs	Village Organizations
FRs	Frontier Regions	WOs	Women Organizations
GB	General Body		

Message from the Chairperson



2014 has marked 20 years of SPO's passionate, consistent and relentless struggle towards achieving people-centric democratic norms in the society. Two decades ago, SPO embarked upon its journey with the aim of serving the dispossessed rural and urban communities. As the Chairperson, I feel myself greatly privileged to have witnessed the transition this organization and its focus communities have been through during these years.

It is easy forming an organization; however, the hardest part remains to be building credibility around continued sustenance and expansion of any organization. SPO continues to venture into new projects that are being managed by compassionate staff members and partners who seek to build on the organization's accumulated achievements from the past. The Board of Directors (BoD) is pleased to remain a frontline ally in SPO's continued pursuit to counter violent extremism, wrong narratives and inequalities through promotion of moderate voices in the society.

In the capacity of the chairperson of BoD, I would like to extend a heartfelt 'Thank You' to the valuable donors, partners, focus communities, BoD, General Body (GB) and the staff members for their continued support to the cause of SPO.

As an organization, we trace the indicators of our growth in the increased mainstreaming of the unheard voices of our focus communities, and, with this in mind, in the coming 20 years; SPO is committed to continuing resistance against the status quo elements hindering social equity.

It has been a proud privilege for me and my fellow board members to have served on the board for another remarkable year of accomplishments.

Thank you.

Dr. Tufail M. Khan
Chairperson

Message from the Chief Executive

In 1994, following a modest start, SPO soon rose to the stature of a nationally renowned rights based Civil Society Organization (CSO). Since its earlier days, SPO has worked in conditions of rapid change; witnessed internal and external rise and fall, yet, it stood tall and above the turbulent circumstances to not only sustain but also elevate its stature as a leading value driven organization dealing with the issues of human rights violation regardless of colour, creed and race. At SPO, we aspire for a change that brings citizens and state to a shared platform of honouring mutual rights, responsibilities and obligations.



At this important juncture, when SPO has completed 20 years of extraordinary journey, I feel greatly honoured to be the part of this incredible institution as the Chief Executive (CE). Over the years, knowledge-based interventions tested, improvised and implemented consistently have unleashed unparalleled impacts on the lives of focus communities, partner civil society and public institutions as well as SPO employees, and, I consider myself among the luckiest ones that have benefitted from this incredible change process.

Over the past year, SPO has largely worked with state and civil society institutions to build their capacities vis-à-vis understanding and internalising rights-based approaches. SPO will continue to sharpen capacities of its focus institutions in order to augment their grassroots interventions aimed at peace promotion, conflict resolution and citizens and state engagement for improved democratic governance.

As part of strengthening internal governance for improved service delivery, SPO will continue bringing additional cutting-edges to its current management practices via sustained investments in systems' development. Through concerted efforts, SPO will seek to bring more focus to its virtual programme, human resource and financial management applications in order to be recognised as a premier and transparent systems driven rights-based organization.

I would like to take this opportunity to thank our funding partners and extend heartfelt felicitation to the GB, BoD, staff, partner institutions' and focus communities for being the real driving force behind SPO's last 20 years of meaningful journey and for their demonstrated resolve to stand by the cause of SPO in future.

Naseer Memon
Chief Executive



A. Origins, Values and Governance of SPO

In 1987, the Small Projects Office was established by Canadian International Development Agency (CIDA), which was ably led first by Dr. Remelt C. R. Hummelen and then by Dr. Ralph McKim. In 1993, Dr. Ralph McKim sought help from three legendary Pakistanis, namely, Mr. Javed Jabbar, Dr. Tariq Banuri and Ms. Ferida Sher to transform the Small Projects Office into an indigenous Pakistani Non-Government Organization (NGO). Responding affirmatively, these three eminent Pakistanis formed a GB comprising other renowned Pakistanis, and, with their support ensured smooth transformation of Small Projects Office into Strengthening Participatory Organization (SPO) on 15th January 1994. An efficient transformation programme including a development plan was carefully conceived and executed that laid down the foundation of a national rights-based CSO. As a result of this, today, SPO enjoys credibility among donors, peers and partners as well as the focus institutions, communities and individuals, is seen as a leading advocate of rights and maintains presence in over 75 districts of the country. Since 1994, SPO has been led and manned by able Pakistanis.

Over past two decades, the initially identified set of underlying values of the new organization named “Strengthening Participatory Organization” have been prudently translated into the living organs through their cautious and sustained application. The foundational values of SPO as spelt out at the outset include under-mentioned:

1. Equality of participation in membership of the GB and BoD of SPO from all four Provinces and participation from other areas, e.g. Federal Capital Territory.
2. Representation of membership from diverse disciplines related to development and human rights.
3. Gender equality and equity.
4. Practice of democratic principles and processes.
5. Holding of the individual offices in the BoD such as the Chairperson and Vice-Chairperson by rotation among the provinces while ensuring individual capacity for assuming such responsibilities.



6. Maintaining a fine balance between, on the one hand, stewardship and oversight through Policy Guidance by the GB and the BoD 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 GB, BoD and the management of individuals from religious and ethnic minorities on the basis of merit and competence.
9. Convening quarterly meetings of the BoD, 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.

Over the past twenty years, the embodying 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.

Current BoD and GB members naming list is as under:

Members of BoD: 2012-2015

1. Dr. Tufail Mohammad Khan, Chairperson (Khyber Pakhtunkhwa Province)
2. Ms. Zeenat Yaqoob Yousufzai, Vice-Chairperson (Balochistan Province)
3. Advocate Parveen Akhtar, Member (Khyber Pakhtunkhwa 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 Noshervani, Member (Balochistan Province)
10. Prof. Sayed Ibadullah Rashdi, Member (Sindh Province). He resigned from GB on 27th December 2013.
11. Syed Abid Rizvi, Member (Punjab Province)
12. Ms. Sadiqa Salahuddin, Member (Sindh Province)
13. Mr. Reginald Dennis Williams, Member (Khyber Pakhtunkhwa Province)
14. CE: Mr. Naseer Memon (ex-officio)

Members of GB: As on June 30, 2014

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. He resigned from GB on 27th December 2013.
23. Syed Abid Rizvi
24. Ms. Sadiqa Salahuddin
25. Ms. Ferida Sher

26. Mr. Reginald Dennis Williams

27. Ms. Zeenat Yaqoub Yousafzai

List of all the previous BoD and GB Members is attached (page 58)

B. Thematic Focus

Over past 20 years, SPO has become a leading Pakistani rights-based CSO in terms of countrywide presence and outreach. SPO's mission is 'to strengthen and support Community-Based Organizations (CBOs) and public interest institutions to help achieve and protect the basic human rights of women, girls, children, minorities and other marginalized segments'. SPO implements a wide range of small-, mid- and long-term projects in 75 districts, 2 Tribal Agencies of Federally Administered Tribal Areas and 4 Frontier Regions. Seeking light from its stated objectives, SPO advocates protection and

promotion of democratic norms, social harmony and gender justice and provides relief and rescue services besides creating Community Physical Infrastructure (CPI) and livelihood opportunities for the communities prone to nature and human induced hazards. SPO's most significant strength lies in its team comprising 309 staff (Male: 233/75% and Female: 76/25%) and 3,500 nationwide partners including youth, women and minority organizations/networks, think tanks and informal and formal political leaders.

Under its 'Democratic Governance' component, SPO envisions a people-centric state that meaningfully responds to the citizens expressed voice. In Pakistan, it is the collective ignorance of the citizens that prevents them from holding the state to account. Citizens lack awareness regarding their primary rights as articulated in the constitution of Pakistan and enunciated in the Universal Declaration of Human Rights (UDHR). In an attempt to bring legitimacy, relevance and worth to the citizens expressed voices, on one hand, SPO advocates means of impactful demand articulation among general public wherein the partner CSOs play the role of the catalyst, and, on the other, it works with state level institutions to promote practices embracing citizens legitimate needs.

Under the 'Peace and Harmony' component, SPO fosters pluralism as a counter narrative to the elements instigating polarization and radicalization of the society. Respect for differing ideologies is harnessed through a multi-tiered discourse between and among various citizenry as well as political and religious factions. Bonding is developed through dialogue among major stakeholders including but not limited



to various faith-based groups and institutions, political parties, ethnic groups and a cross section of the society consisting of people from urban and rural parts of the country. The basic idea behind enabling discourse between people is to cultivate appreciation for diversity of colour, creed, ethnicity and language.

Under the 'Social Justice' component, SPO mobilizes to form and capacitate cadres of women change agents among underserved, particularly those living under the perpetual servility of land and brick kiln mafia. Further, these informed cohorts of women are assisted technically and financially to form organisations comprising all women in their community and subsequent to that provide them with basic literacy, health and hygiene and life skill trainings. In order to bring effectiveness to the collective voices of Women Organizations (WOs), SPO forms district Health Monitoring Committees (HMCs) and Education Monitoring Committees (EMCs). These committees then advocate education and healthcare related issues facing WO's and their respective communities with government line departments and elected political representatives. Through such endeavours, the traditionally excluded segments' access to basic civic amenities besides their social inclusion is ensured.

The 'Humanitarian Response' component has been designed to offer customised interventions in pre, during and post-disaster situations. The range of initiatives undertaken, depending on the nature and scope of actual or unforeseen hazards include disaster preparedness and mitigation, emergency relief, early recovery and rehabilitation. The specific interventions are designed keeping in view target audiences most prioritised needs. In conjunction with hard-core service delivery initiatives undertaken on ground, linkages are built in the form of establishing or hosting or establishing as well as hosting humanitarian networks working to achieve policy and governance reforms aimed at building resilience among masses.

The 'Institutional Support' component helps the staff excel in their respective pathways to ultimately contribute to the growth, success and greater impact of the organization's spadework. Likewise, within the realm of this particular component, SPO constantly invests in upgrading, fine-tuning, customizing and obtaining more sophisticated programme, planning, management, reporting, monitoring and analysis as well as human resource and financial management tools, techniques and applications. SPO constantly fosters a healthy competitive milieu at the workplace that allows adequate time, resource and space to its staff to generate and transform fresh and innovative ideas into cost-effective community-centric interventions.



C. Programmes and Projects in 2013-2014

Presently, SPO is implementing two long-term programmes besides 14 small to mid-term projects in 72 districts, 2 Tribal Agencies of Federally Administered Tribal Areas (FATA), and 4 Frontier Regions (FRs). The donors of these programmes and projects include British High Commission (BHC), Department for International Development (DFID), The United States Agency for International Development (USAID), National Endowment for Democracy (NED), Pakistan Poverty Alleviation Fund (PPAF),

Swiss Development Corporation (SDC), Creative Associates, Packard Foundation, Research and Advocacy Fund (RAF), International Organization for Migration (IOM), United Nations International Children's Emergency Fund (UNICEF) and Gender Equity Programme (GEP). Two major programmes presently being implemented include under-mentioned:

Case Study-1 **Bringing Life Back into the School**

Economic development of an area does not solely depend on the available financial resources and institutional regulations, but in fact entails a deeper attitudinal change within the native community. It has been observed that communities with well-informed local stakeholders are more sensitive and better equipped to safeguard the rights of local residents, particularly the marginalized segments of society. This behavioral shift, on most occasions, is initiated by an individual or institutional agent of social change that possesses philanthropic ideals and aims to alleviate the situation of his/ her community.

A Girls Primary School in Village Garra Matt, Union Council Chodwan in D.I.Khan which was constructed in 1984 remained closed due to negligence of the District Education Department. Due to unavailability of the exclusive facility for girls' education in the village, the local girls had to travel long distance to neighboring village. Shadab. Rural Development Organization, a Partner Organization (PO), identified this issue faced by local girl students of the area and solicited technical and financial support of SPO, to raise this issue with District Education Department. Upon probing, it was found out that the teachers of the primary school had been cashing benefits without performing their duties for decades.

The PO, with the guidance and mentoring of SPO took the issue at mass level by creating awareness regarding their basic rights as being the Rights Holders. The communities were trained and sensitized to hold the government line agencies to account by lodging complaints to the Ombudsperson against the malfeasance in the Education Department. Resultantly, about 100 complaints were lodged by the school community. This, in turn, triggered an inquiry by the Ombudsperson, compelling the District Government to immediately make the school operational, create provision of basic facilities, besides take strict action against the offenders i.e. school's staff who kept drawing salaries and incentives without performing their duties.

1) Strengthening Civil Society to Address Conflicts

'Strengthening Civil Society to Address Conflicts', the flagship programme of SPO, has been designed 'to protect basic human rights with particular focus on women, children, minorities and other marginalized sections'. In order to achieve this objective, SPO works with civil society and public interest institutions to sharpen their institutional capacity for civic engagement vis-à-vis the constitution of Pakistan, UDHR and other international human rights covenants. The program is into its third and final year of the second phase. The first phase was executed across 29 districts from October 2008 to September 2011. During the second phase, SPO has further strengthened coalitions with and among partner CBOs including women and minority organizations and established multi-partisan platforms at district and provincial levels namely District Steering Committees (DSCs) and Provincial Steering Committees

(PSCs) involving mainstream political parties, besides forming and strengthening 42 district level Civil Society Networks (CSNs) comprising CBOs, labour, teachers, trade, lawyers, doctors, media and local intelligentsia associations. The second phase seeks to draw on the strengths and key accomplishments of the first phase which comprised identification of, followed by signing of partnership agreements with CBOs, besides formation of DSCs and CSNs. First phase featured regular technical and financial assistance to POs, DSCs and CSNs to identify and pre-empt disputes and conflicts, support and strengthen citizens just and fair demands from the state, work with government departments to make their decision-making procedures transparent and inclusive, promote tolerance for diversity of ideologies and support civil society action/narratives countering falsehood, hate-speech and violent extremism. The table below displays region-wise detail of the number of POs, DSCs, PSCs and CSNs in current phase of the programme:

Case Study-2 Revival of Daman Art Council D I Khan

D.I. Khan in the Khyber-Pakhtunkhwa, is a city located at the bank of the mighty River Indus. Historically, D.I.Khan has been a rich cultural Centre. Unfortunately, the recent wave of sectarian violence and extremism had limited the cultural and social activities in D.I. Khan. The peace and social harmony issues divided the local residents into various sects and groups. Beside this, in the year 2000, District authorities suspended grants for the Art Council, which, in turn, rendered this facility and the people related to art and cultural activities, literally dormant.

As part of its ongoing efforts to bring peace back to the region, the Daman Civil Society Network (CSN), the partner civil society representative network of SPO, took up the issue of District Government not facilitating cultural activities to thrive, which had the potential from refraining the youth from falling prey to the hands of anti-social elements. In the first quarter of 2014, CSN, with the financial and technical assistance of SPO, launched an advocacy campaign involving District authorities including Commissioner D.I. Khan, the community, media and legislators to bring life back to the Art Council; a catalyst to counter wrong narratives and falsehood.

Despite experiencing resistance, not only from the local conservative elements, but also from the higher echelons in the government, SPO D.I. Khan continued harnessing and galvanizing support for the resumption of activities of the Art Council. Ultimately, SPO D.I. Khan's efforts paid off the desired dividends, as the Arts Council was reopened enabling it to resume its activities with the provision of adequate financial resources and patronage by the District Government.

Region	POs	DSCs	PSCs	CSNs
Peshawar	53	11	1	11
DI Khan	15	1		1
Lahore	34	3	1	4
Multan	29	8		8
Turbat	21	2	1	2
Quetta	35	10		10
Hyderabad	46	6	1	6
Karachi	32	3		4
Total	265	43	4	45

Since inception of the current phase of the programme in November 2011 till today following key achievements have been accomplished:

Interventions with/involving POs - Summary of Key Achievements

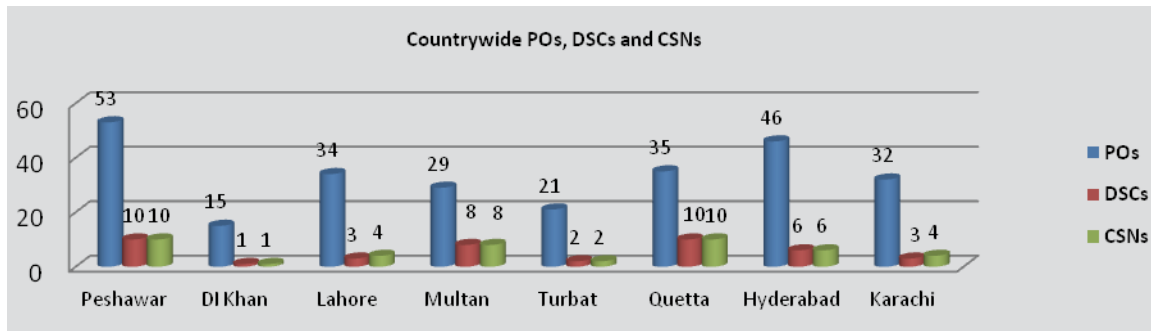
283 POs have been trained in Democratic Governance (DG), Human Rights (HR), Research Campaigning and Advocacy (RCA) and Conflict Resolution (CR), 236 POs have been trained in Organizational Management (OM) and Sectoral Planning and Management (SPM), 384 action plans have been rolled-out to create awareness

Case Study-3 Helping secure right of Labourers

General labour conditions in Pakistan leave much to be desired. The country's existing labor code is beset with discrepancies. Furthermore, Pakistan's economy is mainly dominated by the informal sector; a vast majority of workers remain outside the ambit of labor laws and social protection. Only 2.4 per cent of the labor force is unionized and has access to collective bargaining for their wages and working conditions.

An organic meat processing and packaging company operating on the outskirts of Karachi, in an area called Gadap, employed about 70 locals, whom it paid very low salaries. The employees were being paid Rs. 6,000 per month, less than the Minimum Wage Policy (MWP) of the Government of Pakistan (GoP), which makes it binding on the employees to pay a minimum of 10,000 PKR per month per person. The locals after getting exploited at the hands of their company for years, who didn't pay heed to the repeatedly expressed frustration of the employees, had to face problems in smooth operations of their company. The locals protested against the company and didn't allow it to carry out operations.

The local staff approached Gadap Development Social Welfare Organization (GDSWO), a local partner human rights organization of SPO. GDSWO after little reluctance agreed to intervene in the matter after getting written undertaking from the complainants that they would not harm property/ assets of the company and strictly respect rule of law. GDSWO along with affected staff held a meeting with the company's management which indicated that it was no more willing to retain the local staff. During the course of the meeting, company's management was informed about the Government's MWP that made it binding on each employer to pay minimum 10,000/- PKR per month to each worker/labor non-compliance to which could result in legal ramifications for the company. This in turn created pressure on the company to revoke its earlier decision by introducing legally accepted reasonable salary regime for the employees. Upon successful negotiation led by GDSWO, the company increased the salary package of its staff from 6,000/- PKR to 10,000/- PKR a month, besides taking measures to ensure compliance with daily working hours and leave policies under the Labor Law.



among masses regarding good governance and minority rights, 106 development issues advocated have been fully addressed by concerned government departments, 84 advocacy campaigns have been carried-out to resolve long outstanding local feuds, individuals and citizen groups in focus districts seeking redress to issues not responded by unscrupulous

elements in government have been mobilised and facilitated to lodge 3240 complaints with ombudspersons, 134 HR violations have been brought to the public attention through media, peaceful protests and by approaching relevant government line departments, 24,034 women have been facilitated to obtain CNICs and gain status of registered voters, 909 events have

Case Study-4

Education is a basic human right, and considered as the most effective socio-economic investment. In the modern day world, the significance of women education has been realized to a greater extent than ever before. Women can play a vital role in the development of a nation. This is possible only through their sound education. Educated women may get good foresight and perception of the societal phenomena and can play better reformatory role in society. They can potentially involve themselves in nation building activities and can serve well in case of emergencies, and in this way they can be made active, useful and beneficial members of society.

Rozina, a 12 year old girl lives in Village Bola, Union Council Hadali, District Khushab. Her parents loved her very much and were very keen to send her to school to make her future bright and prosperous. She was a bright student of Government Elementary School Bola. Rozina's uncle was against girl's education; he therefore pressurized Rozina's father to stop sending her to school after she had passed the 5th grade. Unfortunately, Rozina's father succumbed to pressure and as a result her education was discontinued.

Aawaz Village Forum, Bola Sharqi was conducting a campaign to address women issues and empower the women in their village. As part of the campaign, several awareness seminars were held by the AVF, Bola Sharqi area. During an awareness session on girl education, a member of the AVF raised the issue of Rozina's withdrawal from school. As all the members already knew about Rozina's withdrawal from school and were very much sympathetic to her. They decided to go to Rozina's house to inform her uncle and father about the significance of education and convince them to send the girl back to school. Members of the AVF carried out three meetings with the family of Rozina to sensitize them and at last, her parents agreed to send their daughter to school. Rozina is now happy and continuing her education with new zeal and enthusiasm.

been organised to raise public awareness about DG, HR and CR and 80% POs capacitated to exercise democratic norms have been holding elections regularly.

Interventions with/involving PSCs and DSCs - Summary of Key Achievements

20 major provincial policy dialogues have been organised and a similar number of different recommendations seeking reforms in flawed governance practices have been presented to the government ministries/departments by PSCs. 1059 political activists have been trained in DG, HR and CR, and 415 events have been organised to draw key relevant stakeholders attention to conflicts and development issues, needs and priorities of the districts by DSCs.

Interventions with/involving CSNs - Summary of Key Achievements

42 CSNs have been trained in RCA and CR, 122 policy issues have been identified, out of the total of 113 planned advocacy campaigns 98 have been implemented, 24 policy dialogues have been organised demanding specific policy and implementation related reforms from the provincial governments, 27 CSNs have expanded their membership to a wide range of other esteemed local CSOs, 440 advocacy initiatives have been undertaken to foster peace and resolve conflicts among various political, religious and ethnic groups and SPO has been consulted on 57 occasions to the national and provincial forums by government and civil society institutions to represent the voice of marginalised sections, particularly women and minorities.

Case Study-5

Importance of women's political participation and mobilization for a viable Democratic Polity is being increasingly realized in all corners of the world. Women constitute 48% of Pakistan's population that is not being utilized in the national development due to their low skill, less education and less empowerment in the realm of politics. No democratic system can be run successfully with just half of the population and other half being marginalized.

Gara Matt is a small village located in UC Chodwan, which is about a 100 km away from D.I. Khan. The people of underdeveloped village still follow the same old routines and tribal rituals. Women were not allowed to cast their votes and were not consulted in any form of decision making.

When the Aawaz program was launched in the village, elders did not feel comfortable with its initiatives and felt as if the teams were trying to misguide their women. At this point, Zeenat Bibi a local resident thought otherwise and she joined the Aawaz Village Forum. She became sensitized to her rights through attending various awareness raising sessions organized by SPO team. Later, she decided to run a motivational campaign in her village on the importance of CNIC registration and the right to vote. At first, Zeenat faced a lot of challenges from the community but she never lost hope and despite resistance sensitized women folk to the importance to CNIC and women political participation.

As a result of Zeenat's undeterred efforts, 300 CNIC (100 men and 200 women) were registered. This small accomplishment had lent a new impetus to her encourage and now she was preparing herself to contest for the seat of councillor in the upcoming local body elections.

During the reporting period (Jul 2013-Jun 2014), following key achievements have been accomplished:

Interventions with/involving POs - Summary of Key Achievements

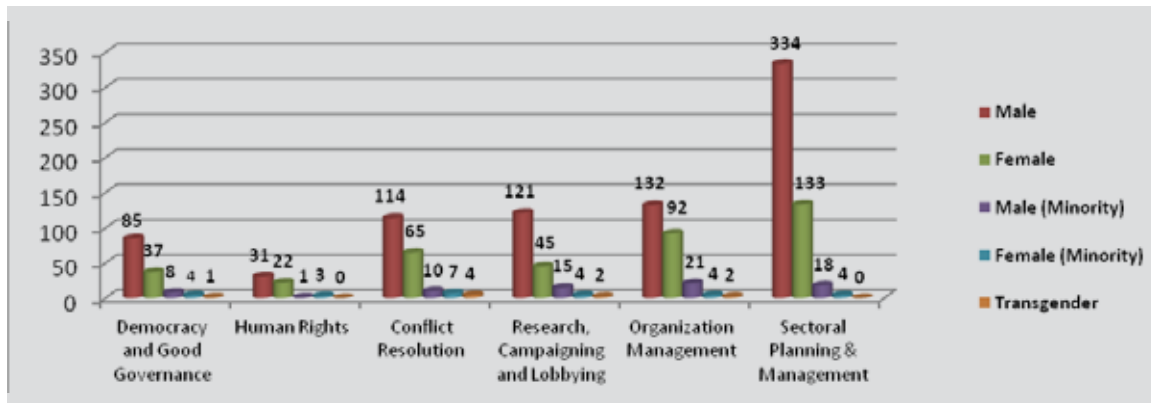
144 POs have been trained in DG, HR, RCA and CR, 150 POs have been trained in OM and SPM, 63 action plans have been rolled-out to create awareness among masses regarding good governance and minority rights, 106 development issues advocated have been responded by concerned government departments, 26 advocacy campaigns have been carried-out to resolve long outstanding local feuds, individuals and citizen groups in focus districts seeking redress to issues

not responded by unscrupulous elements in government have been mobilised and facilitated to lodge 2509 complaints with ombudspersons, 134 HR violations have been brought to the public attention through media, peaceful protests and by approaching relevant government line departments, 9,498 women have been facilitated to obtain CNICs and gain status of registered voters, 349 events have been organised to raise public awareness about DG, HR and CR and 80% POs capacitated to exercise democratic norms have been holding elections regularly. The table given below highlights different thematic trainings offered to, as well as gender-disaggregated data and pre- and post-training assessments of the POs representatives:

Trainings	No of Trainings	Male	Female	Male (Minority)	Female (Minority)	Transgender	Total	Pre-Training Scores (%)	Post-Training Scores (%)	Net Change (%)
Democracy and Good Governance	5	85	37	8	4	1	135	33%	80%	47%
Human Rights	2	31	22	1	3	-	57	30%	53%	23%
Conflict Resolution	8	114	65	10	7	4	200	28%	76%	48%
Research, Campaigning and Lobbying	7	121	45	15	4	2	187	30%	62%	32%
Organization Management	9	132	92	21	4	2	251	24%	60%	36%
Sectoral Planning & Management	19	334	133	18	4	-	489	-	-	-
Totals	50	817	394	73	26	9	1319	29%	66%	37%

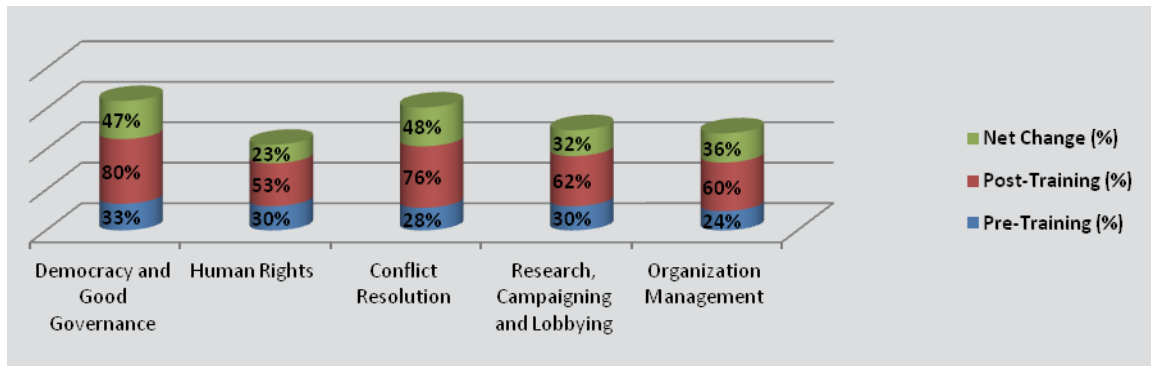
During the reporting period 5 trainings on DG, 2 trainings on HR, 8 trainings on CR, 7 trainings on RCL, 9 trainings on OM and 19 trainings on SPM were imparted to POs.

The bar chart below displays gender-disaggregated data of training participants:



Using customised pre- and post-training assessment forms, immediate impact of trainings on participants is gauged. Following graph indicates, pre- and post-training assessments as well as net change impacted by trainings:

POs have been extremely instrumental in passing-on their knowledge including creation of awareness and replication of SPO's trainings among their community members. Owing to their presence on grassroots, being large in numbers and representing distinct segments



As part of strengthening voices of the ignored, particularly of those who have long been denied their rights by crooked elements, the trained Human Rights Defenders (HRDs) of POs were mobilised to reach-out to hapless individuals and families in order to persuade them to lodge complaints with ombudspersons. The immediate result was quite encouraging, as 2,509 complaints were lodged.

of the society, they act as the most effective catalysts in the programme in terms of taking their own learning beyond the confines of their respective organizations, to also benefit local communities at large. As a result of this, they enjoy credibility among local communities, peer organizations and government line departments. This pay back investment in communities has earned POs name enabling them to foster strong linkages with national and international rights-based activists and institutions.

After working closely with the focus communities, under the guidance of SPO's regional teams of technical back-stoppers, POs formulate issue-specific action plans. These critical documents drive POs future course of action including bilateral working relationship between SPO and POs. Subject to the need, nature and potential for intervention on particular issues spelled-out in the action plans, SPO extends necessary technical and financial assistance to the POs, besides closely monitoring use of resources and implementation of agreed actions on-ground. A wide range of governance, rights and social issues are covered through collaborative action. Some of the key issues frequently dealt with include women, youth and minority rights, provision of public services, inter-faith and cross-cultural harmony and violent extremism.

During the current reporting year, technical and financial assistance was extended to POs on 470 occasions in order to promote awareness/advocate range of issues including

child rights, canal system & pollution, human rights, promotion of minority rights, access and availability of clean drinking water, pressing healthcare issues, provision of legal aid for victims of violence, rights of women labourers, importance of girls education, local governance system and democracy, child marriages, eradication of Violence against Women (VAW), women's share and property rights, right and access to information for citizens, sexual harassment at public and workplaces, social equity irrespective of creed, youth engagement, transgender voter rights, domestic violence, participation of rural women in local government elections and promotion of inter-faith harmony, to name a few.

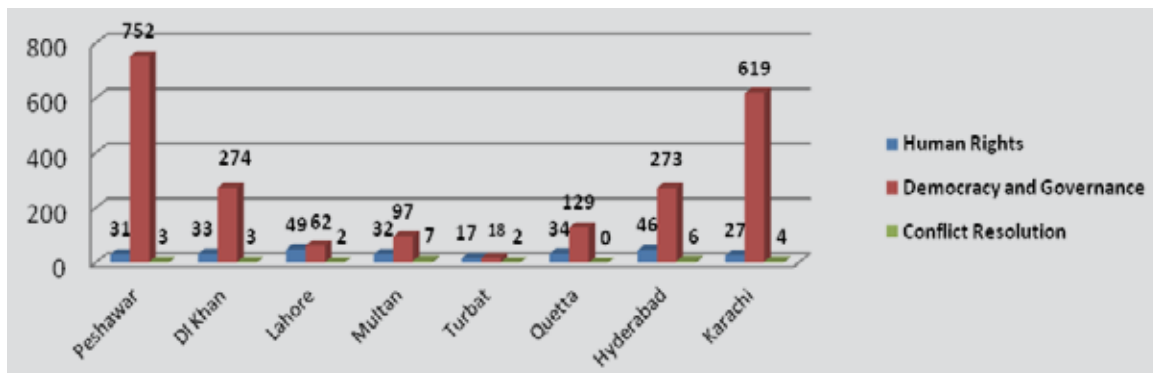
During the year, a total of 2,520 HR, DG and CR related issues were identified and advocated. The table below highlight's number of issues taken up in each region; divided into three major thematic areas:

Regions	Human Rights	Democracy and Governance	Conflict Resolution	Total
Peshawar	31	752	3	786
DI Khan	33	274	3	310
Lahore	49	62	2	113
Multan	32	97	7	136
Turbat	17	18	2	37
Quetta	34	129	-	163
Hyderabad	46	273	6	325
Karachi	27	619	4	650
Total	269	2224	27	2520

Since inception of the programme till today, 265 partner CBOs have been through intensive on-campus and distance learning courses, besides receiving regular technical assistance from SPO. Their knowledge levels and understanding of governance issues is constantly gauged against a very comprehensive tool called Institutional Maturity Index (IMI). IMI gauges levels of understanding, growth and shift in focus/learning curve of the partners using 5*7-Matrix with sub matrices on vertical lines. The table and graphs given below demonstrate the overall change observed and gauged as of today:



Following graph indicates Region-wise thematic interventions:



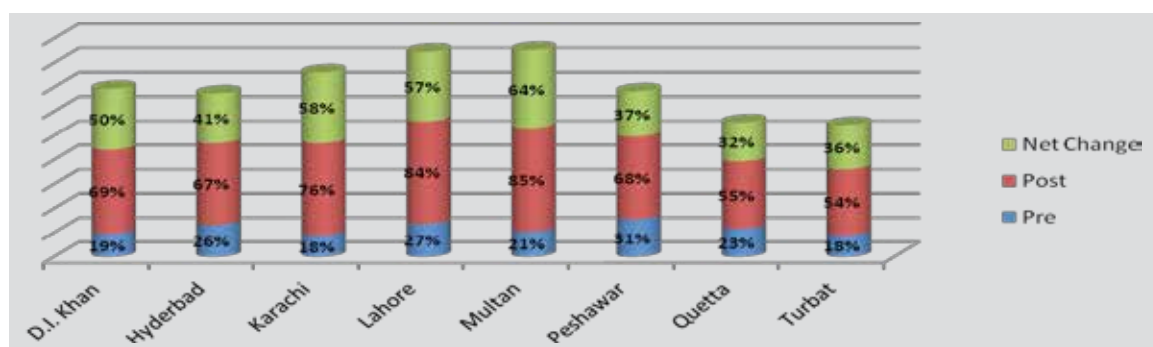
Case Study-6

In village Wanda Mohana, UC Kurai district D.I. Khan a dispute over distribution of water was identified between two parties Mr. Muhammad Hayat and Mr. Shah Nawaz. Mr. Hayat was consuming more water than the pre decided limits which violated Mr Nawaz rights to water. Mr. Nawaz was suffering huge losses due to no water being supplied to his lands and was infuriated by the actions of Mr. Hayat.

Aawaz Village Forum came to know about the dispute through local villagers and immediately intervened to avoid any violence between the two adversaries. AVF conducted meetings with both parties to get a clear picture of what was going on.

After the initial meeting, a few members of the AVF, met with both parties and explained different techniques used for dispute resolution along with its benefits. Both parties agreed to the mediation process to settle their dispute in a civilized manner. Details were sorted out from both disputants and it was decided that Mr. Hayat should not abuse the water rights of Mr. Nawaz. In the end, both parties praised the AVF for its timely efforts which provided a peaceful solution to settle dispute and avoid any loss of property and life.

Vertical Indicators	Trainings	D.I. Khan	Hyderabad	Karachi	Lahore	Multan	Peshawar	Quetta	Turbat
Integration of Rights-based Approach within the Development Mandate	Pre	15.2%	26.0%	18.3%	30.0%	20.5%	29.6%	26.2%	17.0%
	Post	66.7%	65.6%	81.1%	94.3%	86.0%	67.2%	60.3%	54.1%
Leadership & Decision-making	Pre	18.1%	29.7%	20.0%	28.9%	22.1%	32.9%	20.1%	20.7%
	Post	68.3%	71.6%	83.9%	86.7%	86.7%	69.1%	47.4%	60.7%
PO/ Board Membership	Pre	24.8%	34.3%	21.1%	23.3%	26.9%	30.8%	23.8%	17.0%
	Post	75.0%	77.7%	83.3%	77.1%	93.6%	67.7%	53.9%	54.1%
Building Public/ Private Partnerships	Pre	19.1%	30.5%	18.1%	28.9%	20.0%	31.9%	27.0%	18.9%
	Post	70.0%	73.5%	79.2%	90.5%	87.0%	64.2%	61.4%	57.4%
Programme Management	Pre	15.7%	18.6%	12.0%	26.1%	16.2%	26.9%	19.7%	16.7%
	Post	65.8%	49.0%	63.4%	80.5%	76.5%	68.2%	47.5%	48.2%
Financial Management	Pre	19.1%	20.6%	18.1%	27.3%	20.3%	30.2%	20.1%	17.4%
	Post	70.8%	54.9%	72.2%	81.4%	83.7%	72.2%	48.2%	52.3%
Sustainability	Pre	21.0%	24.7%	16.1%	25.6%	20.0%	35.0%	25.6%	17.0%
	Post	68.3%	79.3%	68.9%	81.0%	83.2%	68.9%	69.0%	53.3%
Average	Pre	19%	26%	18%	27%	21%	31%	23%	18%
	Post	69%	67%	76%	84%	85%	68%	55%	54%
Net Change		50%	41%	58%	57%	64%	37%	32%	36%



Interventions with/involving DSCs & PSCs - Summary of Key Achievements

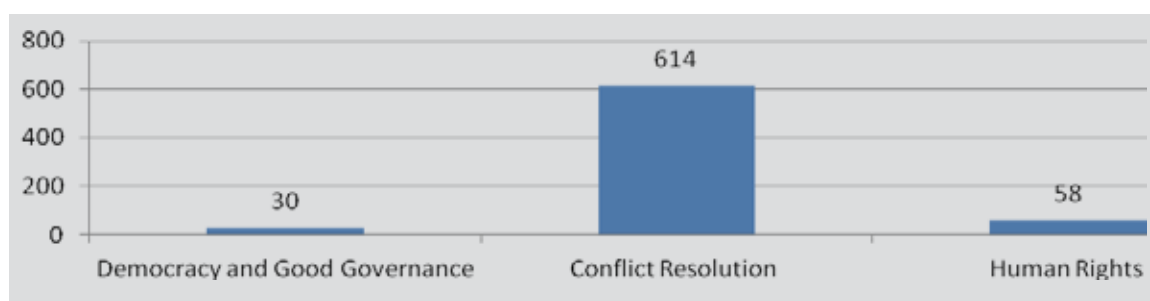
13 major provincial events have been organised and same number of different recommendations (drawn-out from provincial events) seeking reforms in flawed governance practices have

been presented to the government ministries/ departments. 69 political activists have been trained in HR, DG and CR, 41 strategy development workshops have been conducted and 145 events have been organised to draw relevant stakeholders' attention to district level conflicts and development issues.

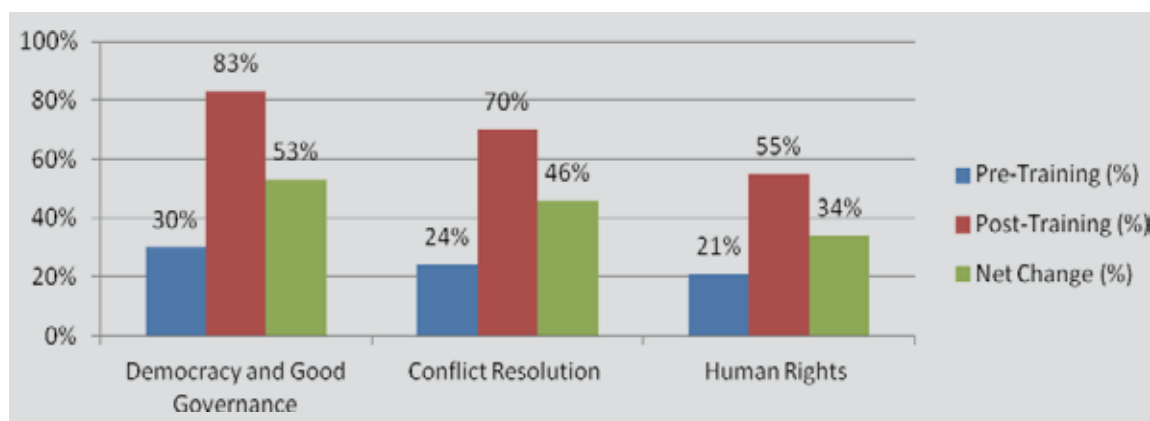
The table given below highlights thematic disaggregated data and pre- and post-training trainings offered to, as well as gender-assessments of DSCs representatives:

Trainings	Trainings	Male	Female	Male (Minority)	Total	Pre- Scores (%)	Post- Scores (%)	Net Change (%)
Democracy and Good Governance	1	17	12	0	30	30%	83%	53%
Conflict Resolution	22	445	144	3	614	24%	70%	46%
Human Rights	2	41	15	0	58	21%	55%	34%

Following graph indicates, pre- and post-training assessments as well as net-change impacted by trainings:



Following graph indicates, gender-disaggregated data of the training participants:



DSCs play an important role in taking knowledge gained from SPO beyond their respective confines. They have been at their best in creating an impactful effect of their own understanding of HR, DG and CR in their respective political party structures, particularly at the district level. Owing to their altruistic contributions to strengthening democratic norms, addressing

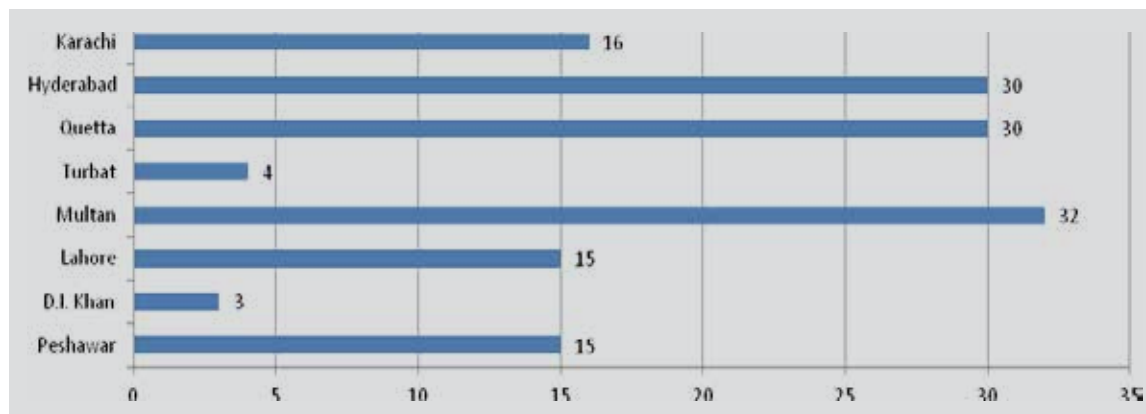
human rights above personal prejudices and political affiliations, the DSCs enjoy credibility among all active political parties as well as government line departments in focus districts. This pay back investment has in turn increased admiration of the shared perspectives of DSCs among political parties at the level of districts and above.

After replicating trainings and working closely with the focus communities, under the guidance of SPO's regional teams of technical backstoppers, the DSCs formulate their respective issue-specific action plans. These action plans drive their future course of engagement including their bilateral working relationship with SPO. Subject to the need, nature and potential for interventions on particular issues spelled-out in the action plans, SPO extends necessary technical and financial assistance

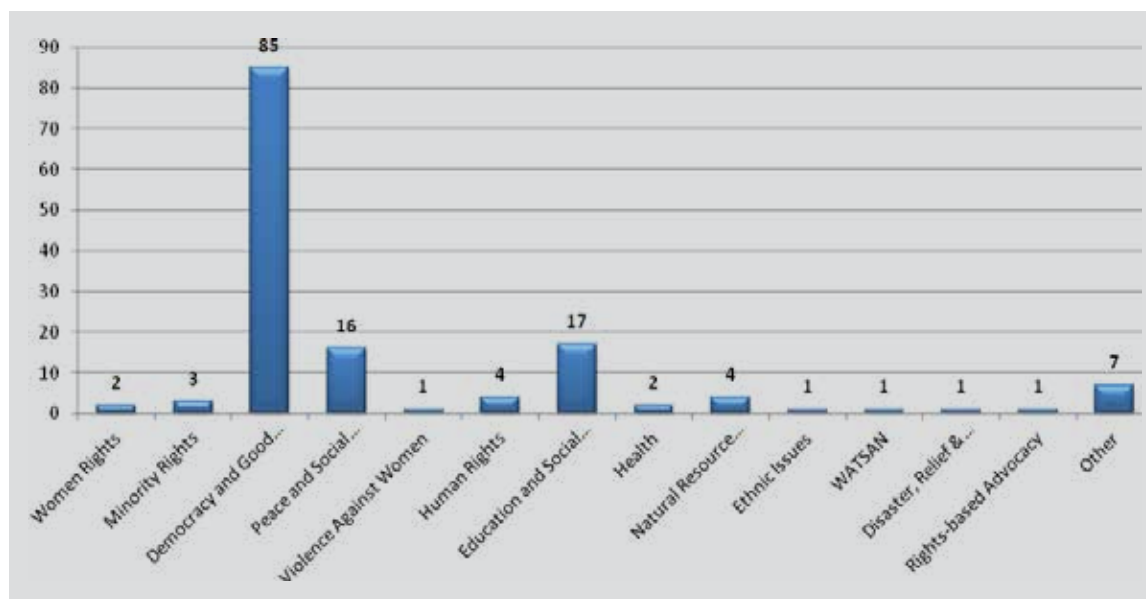
to DSCs, besides closely monitoring use of resources and implementation of agreed action plans on-ground. A wide range of disputes and conflicts bearing adverse implications for the districts are addressed, besides advocating issues of human rights violations, poor governance and public service provision through collaborative action. The table below highlights numbers of various thematic interventions made in different regions:

Thematic Focus	Regions								
	Peshawar	D.I. Khan	Lahore	Multan	Turbat	Quetta	Hyderabad	Karachi	Total
Women Rights	-	-	1	-	-	1	-	-	1
Minority Rights	-	-	-	-	-	-	3	-	3
Democracy and Good Governance	3	2	12	30	-	14	20	4	85
Peace and Social Harmony	4	1	-	2	-	1	4	4	16
Violence Against Women	-	-	1	-	-	-	-	-	1
Human Rights	-	-	-	-	1	3	-	-	4
Education and Social Sector Development	7	-	-	-	-	3	-	7	17
Health	-	-	-	-	1	-	1	-	2
Natural Resource Management	-	-	-	-	-	4	-	-	4
Ethnic Issues	-	-	-	-	-	-	1	-	1
WATSAN	-	-	-	-	-	1	-	-	1
Disaster, Relief & Rehabilitation	-	-	-	-	-	-	1	-	1
Rights-based Advocacy	-	-	1	-	-	-	-	-	1
Other	1	-	-	-	2	3	-	1	7
Total	15	3	15	32	4	30	30	16	145

Graph below displays region-wise thematic interventions:



Graph below displays theme-wise interventions:



Interventions with/involving CSNs - Summary of Key Achievements

48 policy issues have been identified, out of the total of 42 planned advocacy campaigns 41 have been implemented, 8 provincial events have been organised demanding policy and implementation related reforms from the provincial governments, through 81 stakeholders/members identification workshops 13 CSNs have extended membership to the representatives of 289 CBOs, 93 WOs, 28 minority organizations, 8 Khawaja Sara organizations and 82 trade, labour, media,

lawyers, teachers, transgender and youth associations, 161 advocacy initiatives have been undertaken to build peace and resolve conflicts among various political, religious and ethnic groups and SPO has been consulted on 57 occasions to national and provincial forums by government and civil society institutions to represent the voice of marginalised sections, particularly women and minorities.

Primarily, the CSNs are the combined forums of POs at the district level; therefore, they also have to hinge on their (POs) strengths in order to take valuable knowledge gained from SPO's

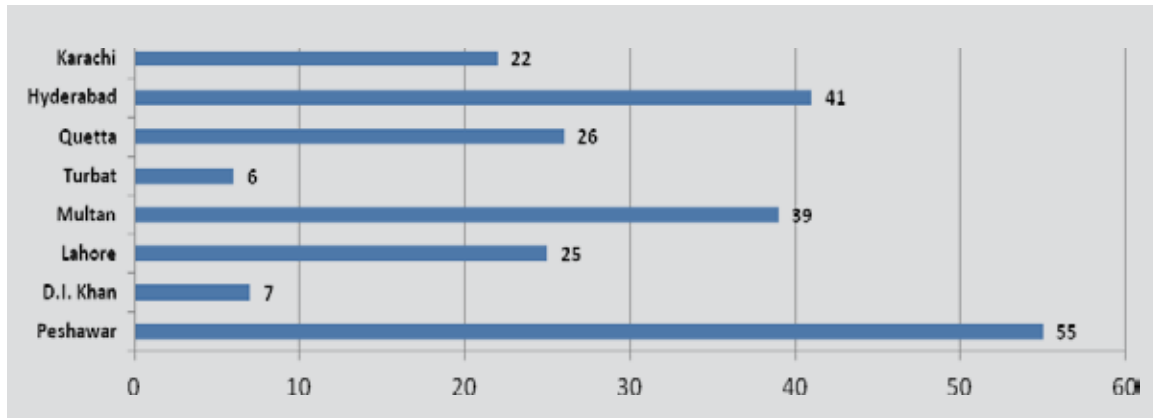
trainings to a maximum number of individuals and civil society institutions in their respective communities. After working with communities through the platforms of POs, under the guidance of SPO's regional teams of technical back-stoppers, the CSNs formulate issue-specific action plans. These action plans drive their future course of engagement including the bilateral working relationship between SPO and CSNs.

Subject to the intensity, nature and potential for interventions on particular issues spelled-out in the action plans, SPO extends necessary technical and financial assistance to CSNs,

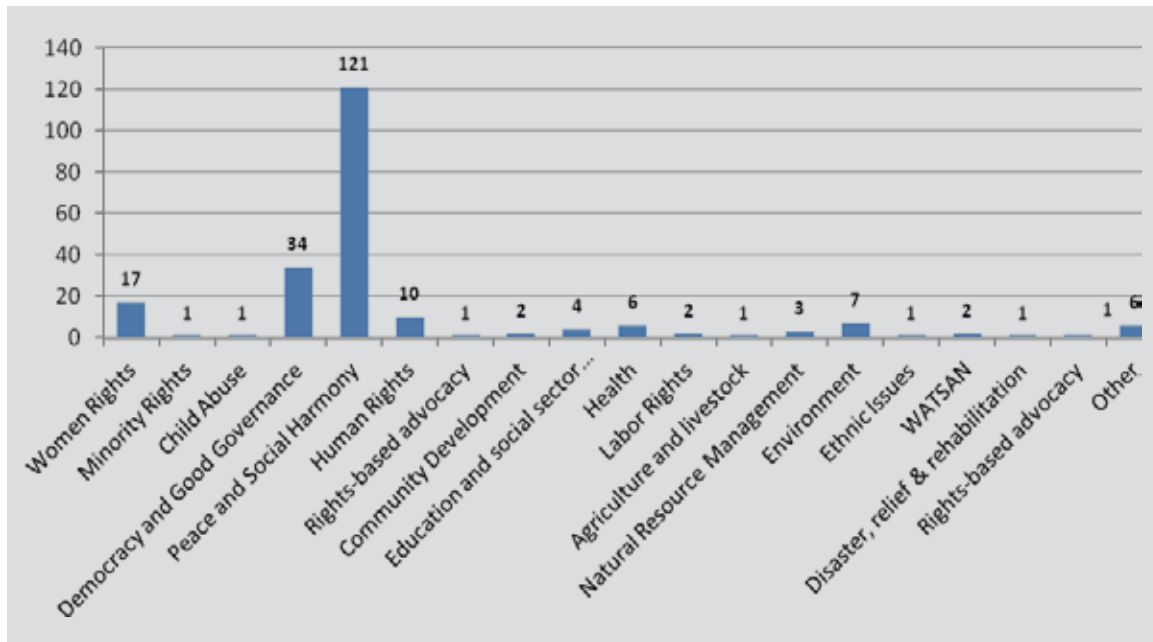
besides closely monitoring use of resources and implementation of agreed action plans on-ground. A wide range of disputes and conflicts bearing adverse implications for the districts are advocated through collaborative action. Some of the key issues frequently dealt with include advocacy and lobbying with parliamentarians on conflicting policies and governance priorities, besides networking with other civil society actors to harvest increased support for public voices vis-à-vis demands for reforms in existing flawed/conflicting governance approaches and policies. The table given below highlights thematic advocacy carried-out by CSNs in different regions:

Thematic Focus	Regions								Total
	Peshawar	D.I. Khan	Lahore	Multan	Turbat	Quetta	Hyderabad	Karachi	
Women Rights	11	-	-	2	-	-	3	1	17
Minority Rights	1	-	-	-	-	-	-	-	1
Child Abuse	1	-	-	-	-	-	-	-	1
Democracy and Good Governance	21	1	-	5	-	2	5	-	34
Peace and Social Harmony	8	5	20	31	2	19	19	17	121
Human Rights	7	1	-	-	1	-	1	-	10
Rights-based Advocacy	1	-	-	-	-	-	-	-	1
Community Development	2	-	-	-	-	-	-	-	2
Education and Social Sector Development	1	-	1	1	-	-	-	1	4
Health	-	-	2	-	1	-	3	-	6
Labor Rights	-	-	1	-	-	-	1	-	2
agriculture and Livestock	-	-	1	-	-	-	-	-	1
Natural Resource Management	-	-	-	-	-	3	-	-	3
Environment	-	-	-	-	-	-	5	2	7
Ethnic Issues	-	-	-	-	-	-	1	-	1
WATSAN	-	-	-	-	-	-	2	-	2
Disaster, Relief & Rehabilitation	-	-	-	-	-	-	1	-	1
Rights-based Advocacy	-	-	-	-	-	-	-	1	1
Other	2	-	-	-	2	2	-	-	6
Total	55	7	25	39	6	26	41	22	221

Graph below displays thematic interventions region-wise:



Graph below displays theme-wise interventions:



2) Strengthening Voice and Accountability in Pakistan (AAWAZ)

Strengthening Voice and Accountability, AAWAZ is a 5-year project that would benefit roughly 9 million people in 45 districts of Punjab and Khyber Pakhtunkhwa provinces. The programme was initiated in May 2012 with the financial support by DFID. The goal of AAWAZ is a stable, tolerant, inclusive, prosperous and democratic Pakistan, which responds to the basic needs of its people 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 equation. The programme strives to create an empowered, mobilized and participatory-minded citizenry, and build robust and critical voice channels, by engaging the



Case Study-7 AAWAZ Forum's becomes public voice

Shortage of Gas, particularly in the winter becomes a serious issue for those who already have connections installed at their homes. However, those who have so far not been as privileged as to secure gas supply in their vicinity, confront with life threatening situations, when their pockets do not allow them to buy timber or liquefied natural gas as an alternative fuel for cooking and other domestic consumption. In UC Nabi Pura of Khanewal, the decade's long request of the local residents was responded to by the government when it outsourced development of the necessary gas supply infrastructure to a contractor. The process came to standstill sometime after it was kick started. The poor local peasants couldn't seek the department's attention despite attempting to voice their woes on various occasions. Following creation of AAWAZ Village Forum (AVF), and similar forums at UC, Tehsil and District level, the locals decided to route their issue through these forums. AVF investigated the issue to identify bottlenecks. The more it went down into probing the issue, the more details of the contractor's and his accomplices in the department looting the project's fund became evident. AVF made a video documentary to record the evidence of fraud, besides bringing them in writing to uncover corruption facilitated by the department through electronic and print media reporting. Soon after learning about the homework being prepared by AVF to highlight their wrongdoings in the media, the cronies in the department and the contractor approached AVF requesting it not to make public anything, besides restarting and speeding up the infrastructure development work on ground. They completed the remaining work in no time, however, as part of its role as a neutral watchdog, AVF didn't conceal the findings. AVF presented the findings of its enquiry report to the authorities in the department and the provincial ombudsperson.



civil society and other non-traditional actors. As part of the consortium, SPO is responsible for implementing the programme in eight districts of Punjab¹ and five districts of Khyber Pakhtunkhwa². 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 has been conceptualized 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 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.

Output-1: 'Women better able to participate safely in politics and in public spaces at federal, provincial and local levels in Khyber Pakhtunkhwa and Punjab.'

Despite constitutional guarantee of dignity, freedom and equality to all citizens and non-discrimination on the basis of gender, women remain marginalized in public and political life. Women continue to be disenfranchised both in terms of holding office and voting. Pakistan was ranked second from bottom (135 out of 136) in the 'World Economic Forum's Gender Gap Index-2013' where women face extreme levels of violence and discrimination in all spheres of life. AAWAZ program strives to address the structural (cultural and ideological) and personal barriers facing excluded groups

1 Multan, Muzaffargarh, Vehari, Lodhran, Khanewal, Gujranwala, Khushab and Mianwali

2 D.I. Khan, Lakki Marwat, Karak, Buner and Peshawar

In underdeveloped countries like Pakistan, Politics has traditionally been a male domain that many women have found unwelcoming or even hostile. Societies in which traditional or patriarchal values remain strong may frown on women entering politics. In addition to dealing with unfavourable cultural predilections, women are often more likely than men to face practical barriers to entering politics, including a paucity of financial resources, lower levels of education, less access to information, greater family responsibilities, and a deprivation of rights that has left them with fewer opportunities to acquire political experience. Allah Rakhi, a resident of a small village named Chak Punj Faiz, which is twenty kilometres away from downtown Multan city. She like others women in her village, spent a major portion of her life in household chores and had limited opportunities to participate in political and social activities. After learning about the formation of Aawaz Village Forum (AVF) in her village, she decided to participate in the activities of AVF, despite experiencing in-house resistance and challenges. Acknowledging her deep interest, she was soon selected as the Vice President of AVF. Following selection, she felt empowered hence aspired to become the voice of women folk. She started garnering support of the village folk to contest the upcoming local bodies' elections. Despite facing harassment and criticism, she remained undeterred, as she filed the nomination papers.

particularly women, to ensure their increased safe participation in public spaces. The AAWAZ programme is still at a nascent stage; however, many concrete results have begun to surface including significant improvement in women's

participation in electoral processes, voice and accountability forums, economic activities, education (girls enrolment in schools, colleges and universities) and last but not the least, women beginning to question their men about their right to participate in decision-making at household level.

To enable excluded groups and marginalized people to demand their civic rights as equal citizens, approximately, 30,000 individuals were facilitated to obtain Computerised National Identity Cards (CNICs) and 20,000 were registered as voters. This milestone was

achieved by developing linkages between National Database Registration Authority and AAWAZ forums. In this connection, awareness creation campaigns including dissemination of radio messages and development of promotional material as well as interactive theatres are organised. Of the registered individuals, around 60% women belonged to remote areas including Karak and Lakki Marwat districts. The table below highlights region-wise and gender-disaggregated break-up of CNIC and voter registration:

Province	District	CNIC Registration			Voter Registration		
		Male	female	Total	Male	Female	Total
Punjab	Muzaffargarh	315	89	404	315	89	404
	Multan	815	628	1443	-	-	0
	Vehari	502	413	915	8	8	16
	Lodhran	1101	2025	3126	-	-	0
	Khanewal	606	744	1350	-	-	0
	Gujranwala	92	102	194	-	-	0
	Mianwali	1232	1174	2406	-	-	0
	Khushab	135	175	310	-	-	0
Khyber Pakhtunkhwa	D.I. Khan	4826	7174	12000	4826	7174	12000
	Karak	1636	3898	5534	1636	3898	5534
	Lakki Marwat	701	1450	2151	701	1450	2151
Total		11961	17872	29833	7486	12619	20105

Women's Day Celebrations: Several activities including theatre show, meena bazaars and speech competitions for students were organized in all Union Councils of District Mianwali. However, the most significant and memorable initiative was taken by ADF Mianwali. 50 most successful women of Pakistan, in history and at present, were selected for a photo display on the boundary walls of Girls Government Degree College Mianwali, as a token of appreciation for their achievements. Their pictures along with a brief statement describing their accomplishments were displayed to nurture perseverance for a greater cause among girl students.

Orientation sessions and trainings on women leadership and political participation were held with AAWAZ forums and communities in 1300 villages, 130 UCs, 26 Tehsils and 13 districts. Over 50 meetings and advocacy events were held with various national and regional political parties in order to persuade them to nominate more women candidates to contest direct elections. Political parties were persuaded to work closely with district administration for the implementation of existing laws, preventing violence against women in true letter and spirit.

To pursue policy formulation and implementation in three AAWAZ thematic areas through lobbying and advocacy, one AAWAZ National Forum (ANF) and two Provincial AAWAZ Forums (PNFs) were formed. These forums comprised consortium partners, representatives of AAWAZ District Forums (ADF), members of political parties, civil society including media, lawyers and academia, subject specialists and relevant institutions.

The Consortium Partners convened a meeting to brainstorm/draft AAWAZ legislative agenda for women rights and action, joint policy advocacy and framework for AAWAZ gender strategy on 21st and 22nd January 2014. In order to roll-out AAWAZ women legislative agenda, an event has been organised which is attended by 250 activists from all walks of life including office bearers of political parties (54 women parliamentarians), women political activists, media, youth, researchers, academia, CSOs and lawyers.

16 Days of Activism: The theme 'FROM PEACE AT HOME TO PEACE IN THE WORLD' attributed to '16 days of activism for 2013' was considered relevant to the issues being addressed under the aegis of AAWAZ Programme. Violence emanating from terrorism, religious radicalization and social and economic barriers facing women and girls in particular pose grave consequences for their wellbeing. The impact of militancy burdens national budgets undermining funds allocation

for health services, education, legislation and enforcement of laws to protect women and marginalized sections.

To recognise the importance of the 16 Days of Activism, AAWAZ consortium partners designed a campaign to carry out awareness raising event among communities on the topic increasing gender-based violence and chalk out strategies to address them. As part of the campaign, it also conducted an advocacy for the formulation of law to combat domestic violence in the provinces of Punjab and Khyber Pakhtunkhwa. SPO spearheaded by holding a provincial conference in Khyber Pakhtunkhwa and hold another national conference in Islamabad with the collaboration of Aurat Foundation (AF). Similarly, an event was organised in Lahore with the help of SAP-PK. These events has been attended by prominent representatives of the government and political parties, civil society, academia, media and local communities', especially marginalized women attended these

Dissemination of Women protection bill in district Khushab

Khushab is one of the most deprived districts of Pakistan, with minimal acceptance for women's rights. AAWAZ programme's interventions at multiple levels are aimed to encourage women to participate in public and political spheres safely. In this regard, ADF Khushab took a bold step of printing and disseminating "women's protection bill" across all government and non-government institutions of Khushab with the support of District Coordinating Officer Khushab. The ADF printed one thousand copies of women protection bill in form of posters and distributed and displayed them at all government and private institutions including schools, BHUs and other places where women are working or visit them.

Maqsood Mai, a local social activist in village Rajan Peer, Union Council Jagatpur, Tehsil and District Muzaffargarh, became member of AVF two years ago. During one of her trainings under the AAWAZ programme, she learnt about Nasreen who belonged to Union Council Rang Pur. Nasreen was reported to be coerced into marrying one of his relatives by a local feudal. After forcefully getting engaged with Nasreen, her fiancé moved to Saudi Arabia and did not remain in touch with her anymore. In the meanwhile, Nasreen's parents who were disappointed with the behaviour of their daughter's fiancé accepted another proposal for her engagement. When the local feudal learnt about this, he resorted to blackmailing the family and threatened to declare Nasreen 'Wani'. The local jirga termed her new engagement 'immoral and unethical'. Frustrated at the situation, Nasreen contacted Maqsood Mai to inform her about her ordeal. Maqsood Mai along with other AVF members approached both police as well as the exploitative local feudal to resolve the issue amicably. Police was reluctant to take an action, whereas the local feudal became frantic when approached by AVF. AVF carefully handled the situation not to let things blow out of the proportion, which yielded the desired results afterwards. The police after being repeatedly reminded by Maqsood Mai of their role to protect the innocent, eventually issued warning to the local feudal and his accomplices to refrain from exploiting Nasreen and her family. Consequently, sensing adverse legal implications for himself, the feudal lord tendered an apology to the family of Nasreen and pledged not to intervene in their matters in future. Now, Nasreen is happily married, as she is living a pleasant life with her husband.

events. SPO also develops Information Education and Communication (IEC) material and produce two theme songs for the campaign. At the sub-national level, SPO commemorate '16 days of activism by organising seminars, rallies, and awareness sessions and radio programs.

Inspiring the Change Campaign: AAWAZ consortium partners designed and rolled-out an extensive campaign titled 'INSPIRING THE CHANGE' to mark the significance of two women's days i.e. '12th February 2014: Pakistan's Women Day' and '8th March 2014: International Women's Day'. The objectives of the campaign was to celebrate men and women change agents/role models and disseminate their messages through public events and media campaign and carry out advocacy with parliamentarians to promote the legislative agenda and influence them to present legislative bills in parliament. These events are attended by parliamentarians, prominent civil society experts and well-known change agents/role models of Pakistan. Public service messages in the form of drama are broadcast on radio and local cable networks. Special orientation sessions with youth are conducted to sensitize them to the issues related to gender and violence against women. During these events, the IEC material was distributed among the participants. Melas/festivals were also organised at Union Council level to create harmony through social activism of local communities.

Legislators' Gender Sensitization training and policy dialogue on Violence Against Women and Girls: The workshop was organized on 29th and 30th April. Around 35 participants including office Bearers of Aawaz forums and Members National Assembly hailing from 8 political parties (PML-N, PPP, PTI, PML-Q, MQM, JUI- F, ANP, & QWP), and AAWAZ consortium partners' staff gathered for this constructive dialogue. The workshop consisted of two main events: 'Gender Sensitization' and 'Policy dialogue on Violence Against Women and Girls (VAW&G)' with Political Party leaders and Legislators.

Output-2: 'Citizens and communities better able to resolve disputes peacefully, and work together for common solutions in Khyber Pakhtunkhwa and Punjab'

The social, political and economic development of Pakistan has been seriously hindered by religious, sectarian, ethnic and social conflicts. Pakistan is one of the most ethnically, culturally and linguistically diverse, country in the world. Conflict is an inevitable feature of societies, but may be more common within communities that encompass diverse cultural identities and economic disparities. These local disputes have the propensity to spur violence, lawlessness, insecurity, intolerance, discrimination and extremism due to lack of distrust among citizens.

AAWAZ program encourages and builds the capacity of the ordinary citizen to mediate and resolve conflicts peacefully to create an environment of harmony that reduces the likelihood of disputes from emerging in the first place. The capacity of AVFs was enhanced in order to work together and be able to identify, pre-empt and resolve conflicts peacefully and wherever needed referring the case to

government notified Alternative Dispute Resolution mechanisms.

Over 1900 awareness raising events were carried out with communities and AAWAZ forums to sensitize women and excluded groups to rights awareness and the means to redress their grievances. Around 50,000 people including 22000 women community members participate in these activities. The objective of these events was to strengthen grass root village structures on conflict resolution skill eventually leading to identification, pre-emption and resolution of community differences/conflicts. Events were held to discuss various aspects of local dispute resolution mechanisms, causes and nature of local disputes, formal and informal system of justice and Alternate Dispute Resolution (ADR) mechanisms. Topics such as gender, women's protection during conflicts and disputes, non-violent communication, facilitation skills and vertical planning and other similar issues were discussed at these events. The table below shows the total number of awareness raising events/sessions held at different tiers from bottom to top:

Tier	Awareness Raising Events	Participants		
		Male	Female	Total
District Level	73	1228	685	1913
Tehsil Level	77	1178	435	1613
Union Council Level	748	11268	8893	20161
Village Level	1035	10826	12798	23624
Total	1933	24500	22811	47311

To promote Peace and harmony, 1300 cultural and peace events were carried out successfully that attracted large and diverse crowds. These events helped bring people from different backgrounds together around a shared interest, values or common cause. The type of events carried out include sports matches, peace walks, speech contests, handicraft contests, music events, theatre and women melas. Apart from

these events, dissemination of audio, video and print awareness and sensitization material also proved as effective tools in promoting peace and harmony in local communities. AAWAZ forums were capacitated to identify, pre-empt and resolve conflicts peacefully. Over 1300 various individual, group and communal conflicts were identified, 1133 resolved and approximately 250 pre-empted that included religious and

sectarian conflicts in some violence prone districts of Punjab. The following table shows a district wise picture of conflicts identified, resolved or pre-empted:

Province	District	Conflicts/Disputes		
		Identified	Resolved	Pre-empted
Punjab	Muzaffargarh	120	120	
	Multan	259	181	78
	Vehari	140	120	20
	Lodhran	4	3	1
	Khanewal	78	73	4
	Gujranwala	85	59	
	Khushab	100	63	
Khyber Pakhtunkhwa	D.I. Khan	262	251	11
	Karak	64	50	42
	Lakki Marwat	23	23	11
	Buner	209	190	80
Total		1344	1133	247

In village Basti Molian, Union Council Chodwan, District D.I.Khan, the landholding of Mr. Abdullah was illegally seized by Mr. Bilal, which in turn triggered tension and posed life threatening situation for the members of either sides. Taking notice of this issue instantly, AVF mobilized influential members of both the parties to convene a joint meeting, wherein Mr. Bilal was found to be the guilty. His coercion of Mr. Abdullah was denounced by all unanimously, making him release the land under his illegal custody. Following his confession and upon furnishing of personal guarantees by the local notables, Mr. Abdullah agreed to forgive Bilal. Consequently, the matter was resolved amicably.

A peace jury was formed in district D.I.Khan, under the Aawaz programme for fostering peace and harmony in the region with the cooperation of the local stakeholders including religious leaders, elders, notables, police officials (District Police Officer, Deputy Superintendent Police, and Station House Officer), media and other segments of society.. Women members of the peace jury were mandated to ensure peace and protection for the women of district D.I.Khan. Moreover, SPO regional team also facilitate development of ToRs for the Masalihati Committees and Dispute Resolution Councils established by the provincial government. As a result of these efforts, the Masalihati Committees' ToRs jointly signed by Police, social welfare department and SPO were then displayed at all the police stations of district D.I.Khan. At another event, local community members were given an opportunity to interact with lawyers from district bar council of district D.I. Khan in order to receive orientation on legal aspects of various social issues currently prevailing in their area.

Output 3: 'Women and other excluded groups better able to demand improved delivery of services in Khyber Pakhtunkhwa and Punjab'

The endemic poor state of basic service delivery especially in health and education sector continues to keep large majority of people especially women, minorities, peasants and ordinary workers marginalized. Their little access to decision-making, policy formulation and resource allocation perpetuates poverty and exclusion.

A top-down patronage-based system of planning and service delivery translates into priorities being set on the whims of powerful 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 a recognition and understanding of the inbuilt and legally protected spaces for elected representatives, civil society and ordinary citizens to step forward and hold the government accountable.

The AAWAZ programme works through bottom up structures called the AAWAZ FORUMS, operating vertically from village/settlement to provincial and national level. In 13 AAWAZ program districts of SPO, formation and orientation process for 1600 citizens' institutional structures were completed; 1300 AAWAZ Village/settlement Forum (AVF), 130 Union Council Forums (AUFs), 26 AAWAZ Tehsil Forums (ATF), 13 AAWAZ District Forums and 130 AAWAZ Aagahi Centres (AACs) were established during the reporting period. During the course of the social mobilization, special focus was given to the inclusion of women and other marginalized community members to mobilize, empower and capacitate them as equal citizens of society, through awareness raising sessions, trainings, lobbying and policy advocacy activities. Moreover, AACs were established at the Union Council level in order to facilitate the local community for accessing basic information about laws, rights, social services and state institutions. Following is a table showing the AVF, AUF, ATF, ADF and AAC established in each Aawaz district:



Province	District	AVF	AUF	ATF	ADF	AAC	Total
Punjab	Muzaffargarh	100	10	2	1	10	123
	Multan	100	10	2	1	10	123
	Vehari	100	10	2	1	10	123
	Khanewal	100	10	2	1	10	123
	Lodhran	100	10	2	1	10	123
	Gujranwala	101	10	2	1	10	124
	Khushab	100	10	2	1	10	123
	Mianwali	100	10	2	1	10	123
Khyber Pakhtunkhwa	Peshawar	100	10	2	1	10	123
	Buner	100	10	2	1	10	123
	Karak	100	10	2	1	10	123
	Lakki Marwat	100	10	2	1	10	123
	D.I.Khan	100	10	2	1	10	123
Total		1301	130	26	13	130	1600



AAWAZ forums identified, prioritized and developed social services improvement plans at village, UC, Tehsil and district levels. Around 200 educational, health and other social services centres in 13 districts of AAWAZ communities were improved as a result of campaigns launched using radio messages, dissemination of visual evidences and accountability mechanisms employed through Khuli Kachehries, and formal engagements with duty bearers and parliamentarians by AAWAZ forums at all levels. Advocacy initiatives carried out from village to district level played an important role in increasing the community's confidence to voice their concerns through dialogue and subsequently building relationships with district and local authorities.

150 visual evidences of issues relating to health, education and social services were produced through community journalism. These evidences were used for engagement with district administration and parliamentarians and some were also aired through electronic media and cable television. 130 Khuli Kachehries were

held at Union Council level with a focus on local issues. These gatherings/ people's assemblies brought duty bearers and communities at one platform for improvement of social service delivery and strengthening local accountability mechanisms. In some cases, this resulted in immediate action taken by government line departments for redressal of community issues. The table below shows the number of health, education and other social service delivery issues identified and subsequently addressed in Aawaz districts:

Area	Health and Education Related Issues	
	Identified	Addressed
Education	712	105
Health	115	23
Other	109	69
Total	936	197

Issues highlighted by Village and UC level that could not be resolved at UC level were referred to the district forums, so that it could be properly taken up with the district administration officials. In most cases, district level officials provided timely response to the community and appreciated Aawaz Forum's efforts for bringing community problems to the fore and assurances that the issues highlighted by the Aawaz forum would be considered at the time of development of annual education and health plans/ budgets for the coming year.

As a result, impact of the AAWAZ program was visible in the area of social service delivery, especially, in education and health during the previous year. One such prominent example is the application of newly enacted law of Right to Information and follow up advocacy which resulted in the re-opening of a school that was closed for the last 30 years.

Shadow Report-Citizens' voices for better education and health services

To capture and reflect citizens' voices and prioritize issues of AAWAZ target communities and provision of better education and health services, two senior consultants were engaged to develop a Shadow Report. Rather than a mere academic exercise and desk work, the report was compiled on the basis of data produced so far in the shape of health and education plans by AAWAZ forums and qualitative data gathered

The state of service delivery at the Tehsil Head Quarter Hospital in Parova, D.I.Khan was in complete disarray. This only public healthcare facility in the area was home to a myriad of problems due to poor management and monitoring of the staff, drugs, equipments and building. The state of affairs of the hospital was discussed in detail at a meeting of Aawaz Tehsil Forum (ATF), Parova, which was followed by lodging of a written complaint with the provincial health minister to apprise him about the plight of the patients left at the mercy of awful circumstances. A copy of the letter was also posted to the provincial Secretary Health Department and Commissioner as well as District Health Officer of D.I.Khan. In response, the District Health Officer took a swift action by undertaking a surprise visit to the hospital. During his visit, he instructed all staff members to ensure their disciplined attendance at the hospital, took action against those that were absent and issued orders to create better hygienic conditions at the hospital immediately. Soon after his visit, he appointed a lady doctor besides ensuring improved service delivery including provision of medicine and 24/7 presence of medical and paramedical staff at the hospital.

by the consultant through FDGs with AAWAZ district Forums. Furthermore, desk reviews were also carried out on policy documents and literature on community voices. Currently, the draft report is under review for dissemination and dialogue with policy makers.

Advocacy Campaigns/Events

Absence of representative local government system for the last many years has narrowed down the space for an active role of the common man to contribute in public affairs and hold the government to account. With no accountability or transparency mechanism in place, the decisions pertaining to delivery of basic services were marred by arbitrary and closed processes and mechanisms.

'AAWAZ Utha' campaign on Local Government was launched in August 2013 by consortium partners to demand changes in Local Government bills in Khyber Pakhtunkhwa and Punjab to increase women representation in local assemblies and conduct elections on party basis. Series of events were planned and organized including, national and provincial conferences, district level seminars, interface with legislators, rallies and press conferences.

Child Birth Registration: Birth registration has been declared as the universal right of every individual in order to acquire nationality of his/her country. The AAWAZ District Forum (ADF) Mianwali initiated an awareness raising campaign on child birth registration and arranged meetings and dialogues with the district administration. This led to the District Coordination Officer's directives for large scale child birth registration facility in the district. As a result, AACs in 10 union councils of Mianwali facilitated the submission of 20,000 successful applications free of cost and are awaiting their registrations.

The events were widely attended and supported by CSOs, political workers/ leaders, legislators, intelligentsia, lawyers and general public. The campaign was also covered by mainstream press and electronic media. A Charter of Demands (CoD) was drafted by AAWAZ consortium partners to invoke desired changes in the Local Government bills. CoD primarily sought minimum 33% seats for women, 5% for minorities and 10% for peasants in the local assemblies. Moreover, pre-empting low representation of women in the local government system due to low percentage of seats allocated, SPO held a provincial conference in Lahore on 12th November 2013 to push for increased women political participation and encourage local women activists to contest the elections. Participants from political parties, legislators, civil society, media and AAWAZ district forums were mobilized to signify the priority for achieving women's and excluded groups' elevated role in next local government elections and assemblies.

To identify policy gaps and advocate for the allocation of required amount of funds for social services focusing on excluded groups, SPO held two Provincial level conferences in Khyber Pakhtunkhwa and Punjab on MDGs framework. The discussion in the two events mainly revolved around recent UNDP report published on state of MDGs in Pakistan and the government's sluggish response for the achievement of MDGs. Furthermore, a specialized seminar for youth on the state of MDGs was also organized in collaboration with Lahore College Women University on 20th February. Provincial conferences were also held on status of MDGs in Pakistan during the month of May with special reference to education and health indicators in Lahore and Peshawar respectively. These events were attended by civil society representatives, local AAWAZ forums members, legislators, academicians and government officials.

D. Short to Mid-term Projects

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

Pakistan is the 6th most populous country in the world with a GDP of nearly USD 1000. It ranks among the lowest in the world in terms of its Human Development Index and fragility. This is reflected in the high rates of maternal, neonatal and child mortality and the low overall state of health of its citizens. The government of Pakistan spends around 0.9% of its GDP on health. In part, much of the use of the private sector is driven by underperformance of existing public sector facilities. With these limited facilities available in the public sector, the quality of and accessibility to health services, especially for women and girls remains unaddressed.

In order to seek redress to aforementioned issues in the focus districts, in collaboration with Packard Foundation, SPO is implementing a two years' project in five districts of Punjab and Sindh. The project aims to "Strengthen implementation and quality of Family Planning (FP) and Reproductive Health (RH) services through creation of public oversight mechanisms."

During the reporting period, 25 public oversight functions by the name of Community Support Groups (CSGs) were formed, five District Health Networks consisting of the representatives of health and population welfare departments, media and local intelligentsia were formed, three provincial roundtable dialogues were conducted at Multan, Islamabad and Karachi highlighting health issues requiring government's attention, CSGs were given three trainings on family

planning and role of community in addressing the needs related to FPRH, one campaign was launched in the community to raise awareness about the Three Delays and family planning sessions were conducted with 5000 women and men regarding FPRH. Major issues advocated thus far include non-availability of medicines, staff absenteeism and missing facilities at Basic Health Units (BHUs) and localities where BHUs are non-existent or dysfunctional. Gynecology Ward of DHQ Lodhran was equipped with missing facilities after the need was effectively



advocated by the District Health Network and provincial dialogue conducted at Karachi persuaded activists to organize free counseling sessions on family planning for the community members with the assistance of Population Welfare Department.

Beneficiary Details: Though, the project is

designed to benefit women directly, however, families and communities, despite being the indirect recipients, are viewed as the most important stakeholders to securing the envisioned results. The table below presents gender-disaggregated data of the participants of programme activities during the current reporting year:

Activities	Quantity	Beneficiaries		
		Women	Men	Total
Formation of Community Support Groups	25	150	225	375
Formation of Network Health Committees (NHC)	5	25	50	75
Roundtable Dialogues	3	105	146	251
Awareness Sessions	50	3600	2400	5000



2) Livelihoods Programme - Hindukush

The project titled 'Livelihoods Programme Hindukush' (LPH) was implemented with the technical assistance of Inter-cooperation Pakistan (IC) along with the financial support of Swiss Agency for Development and Cooperation (SDC) in selected districts of Khyber Pakhtunkhwa and FATA. The program aimed at improving quality of life and reducing vulnerabilities of marginalized communities in rain-fed areas of Khyber Pakhtunkhwa and FATA. LPH was designed on the learning's of the SDC-IC Program for Livelihood Improvement (PLI) and Livelihood Programme (LP). In May 2012, SPO was selected as the partner for implementation of LPH project. During the current reporting period, SPO delivered quality services in terms of mobilization followed by subsequent creation of physical infrastructure. The project focused particularly on marginalized men and women through increasing local economic opportunities i.e. enhancing income and assets, promoting the sustainable management of natural resources, reducing risks from natural hazards and improving access to basic needs such as water and education. Following activities were carried out during the current reporting period.

S.No	Services/Infrastructure	Quantity
1	Drinking Water Supply Schemes	3
2	Disaster Risk Reduction Structures	3
3	Hound Hold Ponds	2
4	Irrigation Channel	2
5	Livestock Pond	3
6	Non Formal Education	28
7	Adult Literacy Centre	17
8	Trainings of NFE School Teachers	02
9	Demo Plots Tomato	110
10	Wheat Demo Plots	150
11	Gram Demo Plots	05
12	Kitchen gardening Demo Plots	30
13	Sorghum & Millet Crop Demo Plots	20
14	Gawara Crop Demo Plots	05
15	Musk melon Demo Plots	07
16	Establishment of Seasonal Flowers Demo Plots	10
17	Garlic Demo Plots	10
18	Business Interest Group	03
19	Seed Storage Training	04
20	Livestock management Training	06
21	Livestock Vaccination Campaign	02
22	Livestock Extension Worker Training	06
23	VO/TJ Trainings	03
24	Plantation	4500

3) Youth Civic Engagement

During the reporting period, SPO has been successful in securing a partnership with IOM for civic engagement in D I Khan. The project titled *“Youth Civic Engagement in District D I Khan”* is funded by IOM through the window of ‘Governor Special Development Project’ (GSDP). In this project, SPO will train youth to participate in community/social activism by building their knowledge about issues of conflict resolution,

democracy, governance, and human rights. This in return will promote and strengthen social cohesion, communal harmony, and long-term socio-political development in the area. The activities of the project will be implemented by building a pool of local activists/mentors based at the grassroots level; spreading awareness about the aforementioned thematic areas of trainings; and facilitating the capacity building of local NGOs.

4) Engaging Children, Youth and Communities for the Promotion of Social Cohesion and Resilience in Sindh

Insecurity is a primary development challenge of our time and a significant barrier to the achievement of MDGs including the right to universal primary education. These challenges are further complicated by the changing nature of conflict that entails multi-tiered intrastate clashes of extended duration and is often than not marked by recurring cycles. Current institutional approaches and arrangements have been inadequate to address these changing patterns. Peace building has emerged as a central strategy to address conflict and accelerate progress towards achieving the MDGs. Education has an important role to play in building peace, but it can also be a potential driver of conflict if it is dealt in the manner we do in Pakistan by blending with its distorted and dividing historical and religious perspectives.

With the collaboration of UNICEF, SPO implemented a one-year project that aimed at strengthening social cohesion and resilience through promotion of education in vulnerable and conflict-prone areas of Jacobabad and Kemari in Sindh province. This theme was also consistent and aligned with UNICEF's Global Peace building, Education and Advocacy Programme. The project started with the

inception of a research study aimed at analysing the conflict drivers in order to further inform the design of the project. The study revealed that first and foremost conflict driver was the misuse of religion including by the religious leaders, teachers, parents and other key players. Unfortunately, Pakistan is increasingly witnessing sectarian divide between Sunni and Shia factions and attacks against Christians and Hindus which also includes misuse of the blasphemy law. Another key conflict driver was the growing economic deprivation that was linked to the lack of education. Displacement and trauma caused by recurring disasters impoverish a struggling working class and had a lopsided effect on the most vulnerable.

During the current reporting period, 7 Peace committees were formed at Union Council level to establish and strengthen the community-based support mechanisms for efficient conflict resolution. 30 Government Primary Schools were identified to improve access to quality education and 15 Community Schools and 80 Alternate Learning Points (ALPs) were formed to enable out-of-school children's (aged 9-17) access to education. Structured sessions with junior leaders, and special events such as camping and sports competitions were organised to engage children, youth and communities for the promotion of social cohesion & resilience. Linkages of youth groups with youth networks such as Voice of New Generation (VNG) were built to strengthen their role as champions of change. 2 panel discussions, 1 each at district and province level were held to create opportunities for focus youth to interact directly with intelligentsia and decision-makers. As a whole, thus far, this project has reached-out to 9,722 individuals including children, youth, teachers and community members to seek to promote social cohesion through their capacity-building to promote peace and counter wrong narratives. The table below provides details of the trainings and gender-disaggregated data of the participants:



Training of Teachers & Para Teachers	Trainees			Training of Learning Facilitator	Trainees			Training of Youth Leaders	Trainees		
	M	F	Total		M	F	Total		M	F	Total
2	48	25	73	3	52	28	80	2	54	7	61
Training Refreshers											
2	50	25	75	3	52	28	80	2	53	7	60

5) Organizational Capacity Building Project

During the reporting year, SPO signed two new partnerships with 'Creative Associates' International – Pakistan office. Creative is a contractor of USAID in Pakistan that support development projects through USAID/ OTI funding. The scope of both the projects revolves around capacity building of local NGOs and CBOs in the provinces of Punjab and Sindh.

The project being implemented in Karachi aims to establish a state-of-the-art Resource Centre (RC), formulate four training modules and provide trainings to 50 local organizations in order to build their capacity to secure grants focusing on youth from 'Creative Associates' and others in future. Through trainings, local organizations understanding about proposal and budget development, project/activity management, governance and leadership and available legal structures for NGOs, CSOs and CBOs incorporation shall be improved.

In Karachi, since project's inception, four training modules have been developed, RC has been established which is fully functional at the moment and is manned by 10 full time staff and so far a good amount of organizations and individuals have visited RC soliciting information about the incorporation process of NGOs. RC can assume the pivotal role of a catalyst in future, provided that it remains consistent in continued learning and institutionalization of ingredients required to become a recognised information hub i.e. a facilitator.

In Multan, Bahawalpur and Lodhran three training manuals were tailored according to 'Creative Associates' templates for proposal and budget development and project management. These manuals were presented to 'Creative Associates' and its partner implementers.

6) Human & Institutional Development (HID) Project

With the support of PPAF, SPO Karachi implemented this project in five union councils of Taluka Shahbandar in District Thatta. The project's objective was to revitalize CBOs, Village Organizations (VOs) and Local Support Organizations (LSOs) by enhancing their capacities in the areas of networking & resource mobilization, proposal writing and technical skills. During the current reporting period, 15 CBOs were formed and 5 old CBOs have been revitalized. A three day workshop on Community Managerial Skills was arranged for 55 representatives of 28 WOs. 35 CBOs were mobilised/organised under 8 VOs. Networking & resource mobilization sessions were arranged for VOs wherein 95 representatives including 52 men & 43 women were present. Five union council level LSOs were formed. An exposure visit was arranged for the executive committees of 04 LSOs. 32 CBOs were assisted with opening accounts at banks. 55 men and 15 women were given customised trainings on local issues namely 'Maternal Health', 'Girls Enrolment at Schools', 'Functional Primary Schools' and 'Sanitation'.

7) Livelihood Enhancement and Protection (LEP) Project

SPO Karachi implemented a project to create opportunities for, and improve the capacity, assets, productivity and livelihoods of community members to reduce their vulnerability to unprecedented future situations. The project was implemented in Thatta with the monetary support of PPAF. During the current reporting year, livelihood investment plans were developed for 129 beneficiaries. Technical and vocational trainings in the particular areas of motor winding, basic tailoring, boat engine repairing and dispenser/lab technician were provided to 81 youth (51 men & 30 women). These SPO sponsored trainings were delivered by Institute of Resource Management (IRM). Assets were transferred to 104 ultra-poor. Two 3-days trainings on livestock management at the field level were given to 82 LEP beneficiaries. Four COs' members of Sindh Coastal Area Development (SCAD) area participated in ToT on 'inclusive development'. 15 Community members from SCAD participated in 7 days training of 'community facilitators'. 04 participants from LEED project area participated in TOT on 'Naukri Ya Karobar' concept. 08 representatives of two LSOs attended 4 days Training on 'Credit Appraisal & Recovery Techniques'. 06 representatives of two LSOs attended ToT on 'community livelihood fund'.

8) Water Energy & Climate Change (WECC) Project

The project titled 'Water Energy and Climate Change' was implemented by SPO Karachi in District Thatta. During the reporting period, under the project, 24 CPI schemes were completed. These included 15 drinking water supply, 07 brick pavement and 02 solar energy schemes. These CPI schemes benefited 6,437 individuals including 3,233 men and 3204 women belonging to 990 households.

9) We Care - Financial Empowerment of Women to Enable and Enhance Access to Maternal and New-born Healthcare

'The project seeks to assess the impacts and limitations of existing conditional and non-conditional cash transfer schemes in Pakistan on women's' health in general, and Maternal and New-born Health (MNH) in particular, to subsequently facilitate improved future planning of similar interventions in the country by key financiers and implementers.' Benazir Income Support Program (BISP) being the major source carrying-out such work in the country was chosen as the focus of this project. The research component which entailed survey with 5,190 BISP beneficiary and non-beneficiary households, 52 Focus Group Discussions (FGDs) and 112 Key Informant Interviews (KII), was carried-out in pilot districts of Waseela-e-Sehat, namely, Nowshera in Khyber Pakhtunkhwa, Faisalabad in Punjab, Badin in Sindh and Quetta in Baluchistan. Through the household survey, following respondents were reached-out in the focus districts:

Districts	Respondents Characteristic	
	Beneficiaries	Non-beneficiaries
Faisalabad	685	686
Badin	679	627
Nowshera	639	573
Quetta	715	586
Total	2718	2472

Based on the research findings, the advocacy component was packaged and rolled-out subsequently. Extracting results from the research analysis, the team produced two discussion papers on Social Safety Nets (SSNs), a research report and advocacy material in the shape of case studies, pamphlets, etc.

The advocacy phase consisted of dissemination/consultative workshops including 21 at Tehsil

level and 8 each at District and Provincial levels. In these events, research findings were shared and avenues for public-private partnerships were explored in order to take appropriate advocacy initiatives in future. In the provincial consultations, Policy Working Groups (PWGs) were formed to highlight the issues identified in the research report on the floors of all the four provincial assemblies.

Afterwards, 12 follow-up meetings were arranged (3 in each province) with the PWGs to assess the outcomes of their lobbying for research findings in the provincial assemblies and with the concerned line departments.

At the national level, SPO organised 3 dissemination workshops, one each with civil society and intelligentsia, donor fraternity and parliamentarians of the National Assembly of Pakistan. The overall aim of these workshops was to share the framed recommendations on making SSNs more useful for the marginalized women; particularly with reference to MNH.

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

LTEOOP was implemented in 19 National Assembly (NA) constituencies in Lodhran, Pakpattan, Khanewal, Vehari, Mandi Bahauddin and Bahawalnagar districts of Punjab. The project is funded by the European Union (EU) in partnership with its member organizations covering all other NA constituencies across Pakistan. LTEOPP was a one year project implemented during the period January – December 2013.

The objective of the project was to strengthen democratic institutions in Pakistan by contributing towards transparent and accountable electoral processes. The aim was to ensure free and fair elections with close observation of pre and post-election activities. Free and fair elections are a vital element of the democratic processes and are not confined to

This upstream evidence-driven advocacy resulted in posing of 25 questions (framed around research findings) by the different elected political representatives to the health, planning commission and welfare ministries on the floors of the legislative assemblies. The support garnered for research findings through structured campaigning carried-out right from the grassroots up to the national level in return persuaded BISP to revisit its direction in the light of the research findings.

Election Day; in fact, all aspects of the electoral cycle contribute to the freedom and fairness of elections and the democratic process as a whole. LTEOOP has been implemented through a long term observation programme as part of its overall election observation methodology encompassing the monitoring of both pre and post electoral processes. Violations of the electoral guidelines were reported to Election Commission of Pakistan (ECP) for appropriate actions and for maintaining and un-interrupted electoral process.

SPO hired approximately 3500 Short term Election Observers who gathered information from the 19 constituencies SPO was working in, to monitor the election process. This data was critically analysed and prompt and necessary actions were taken wherever needed by timely reporting to ECP. Some of the main observations include pre-elections postings and transfers of Returning Officers and other prominent election officers and voter registration statistics. Apart from that, SPO's most prominent activities include designing of election observation methodology and implementation plan, establishment of district directory, preparing standardized reporting methodologies and tools, establishment of polling stations, training of trainers (ToTs) for Election Day observation, observing and reporting violence, coordination

with national and international observation groups, publication of press releases, bi-weekly pre- and post-election updates, thematic reports, and an interim post-election report, publication of an election overview (post-

election), etc. SPO also contributed through continuous support to individuals during the voting process, in order to ensure maximum voting. Following is an overview of the activities carried-out during current reporting year:

District	Polling Staff Trainings	Recipients		Complaints Collected	Complaints reported to ECP	Technical Support to Polling Stations	Recipients	
		Male	Female				Male	Female
Lodhran	16	305	207	8	35	287	80	22
Pakpattan	21	310	320	17	17	0		
Khanewal	18	540	360	95	19	7	10	5
Mandi Bahauddin	NA-108 (85)	2042	1002	7	1	30	19	22
	NA-109 (85)	1500	800	8	2	35	34	2
Bahawalnagar	19	305	265	76	22	115	501	160
Vehari	35	645	687	61	12	1026	407	173

The LTEORP programme was further extended for four months from January to April 2014 in Khanewal district. Separate consultative meetings were carried out with local citizens, students and district leadership of five leading political parties during the extension period for gathering data on electoral reforms. The data collected was further shared with the ECP.

11) Political Parties Development Programme

The first phase of Political Parties Development Program (PPD) was of two years, which ended in October-2013, while the second phase started in March 2014 and will end in February 2015. The programme aims to strengthen relationship between civil society and political parties in Pakistan, in order to foster a participatory political milieu aligned with the principles of democracy. The objective of this endeavour is to compel political parties to incorporate the voices and concerns of the common people into their policies and manifestos, based on the assumption that through research-driven and consultative policy making political parties will be increasingly responsive to the needs and

demands of the community. This in turn will enhance public confidence in political parties as well as the overall democratic process.

So far, under the second phase of the project, SPO has been engaged in the identification of key experts to be part of the CSO forums, which shall be organized for all the 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).

During the reporting period, two CSO forums were arranged in Islamabad; one with Pakistan Tehrek-e-Insaaf (PTI) and the other with Pakistan Muslim League-Nawaz (PML-N), with the aim to initiate political discourse between civil society and PWGs. The speakers at the forum included prominent civil society activists and subject specialists who deliberated at length upon key policy issues. These forums provided a much-needed platform for both the civil society as

well as the political parties to understand and benefit from each other's perspective.

12) Capacity Building of Women's Organizations

'Capacity Building of Women's Organizations' was a two year project, funded by GEP-USAID, launched in July 2012 with an aim to build capacities of 60 WOs in the area of Organizational Development. The project was launched in

districts Hyderabad and Karachi (Sindh), Quetta and Turbat (Balochistan), Multan and Lahore (Punjab), Gilgit-Baltistan (GB) and Azad Jammu & Kashmir (AJK). During this year, master trainers rolled-out two batches of trainings for selected partner WOs. In addition, 30 trainings on Project Cycle Management, Gender Sensitization and Financial Management were imparted, benefitting 47 women HRDs representing 70 organizations belonging to focus districts.

WOs	Trainings on OM	Trainees			ToTs	Trainees			Total Trainees		
		M	F	Total		M	F	Total	M	F	Total
70	30	92	47	159	2	18	11	29	161	111	272

Two joint review meetings were also conducted with the trainee organizations during the reporting period. The objectives of the two meetings were to gauge the effectiveness of the trainings imparted to the staff members of partner organizations and sharing of the knowledge acquired from these trainings. The meetings served as a platform for acquiring feedback from the trainee organizations on the lessons learnt/challenges.

13) Training Need Assessment for Capacity Building of CSOs

Under a BHC funded project wherein 'Greenacre Associates' was the main recipient of the grant, SPO assisted the later with managing two preliminary activities. SPO undertook mapping-out exercise of 2500 countrywide CBOs which was followed by a Training Need Assessment (TNA) of the earlier surveyed 2500 CBOs. These two tasks were completed in a timeframe of eight months. Out of 2500, 2410 CBOs were selected by 'Greenacre Associates' for a training package on organizational management.

Following is the region-wise detail of selected CBOs:



Serial No.	Region	Number Of CSOs
1	Quetta	310
2	Multan	352
3	Lahore	352
4	Turbat	123
5	D. I. Khan	56
6	Hyderabad	407
7	Azad Jammu & Kashmir	70
8	Peshawar	467
9	Gilgit-Baltistan	11
10	Karachi	262
Total		2410



14) Strengthening Human Rights through National Human Rights Policy Framework

SPO has been closely working with Ministry of Law Justice & Human Rights (MoLJ&HR) and human rights activists and institutions in a bid to develop shared understanding on National Human Rights Policy Framework (NHRF) and Human Rights Defenders Mechanism. Recently, in order to further the impact of its efforts, SPO has entered into a partnership agreement whereby with the monetary aid from National Endowment for Democracy (NED), SPO will engage with pertinent stakeholders to bring necessary cutting-edges into draft NHRF just before it is tabled for endorsement by the legislators. Specific actions to be undertaken on account of this small yet highly significant project include refining the draft NHRPF, organizing provincial stakeholder consultations to invite contextual and specialist feedback and critique on it and consolidating stakeholder recommendations into it before it is presented to MoLJ&HR. MoLJ&HR will then route the draft NHRF through the houses of legislation for its subsequent adoption as an act afterwards.

E. Disaster Preparedness and Emergency Response

Disaster Preparedness and Response Department (DPRD) has numerous contributions in terms of responding to natural catastrophes in Pakistan despite having limited resources and room for humanitarian interventions. 2013-14 was of immense importance for the department in terms of institutional strengthening, consolidation of learning and knowledge, building internal capacities and establishing strong linkages with national and global humanitarian communities. DPRD initiated emergency response against Floods of 2013 in Sindh, Punjab and Balochistan and extended relief assistance in Naseerabad, Karachi and Dera Ghazi Khan. In September 2013, the inhabitants of Awaran and Kech were jolted by an earthquake of magnitude 7.2, transforming 40,000 households into rubble and debris. SPO was one of the first humanitarian organizations to have managed to respond to the emergency within 48 hours of the disaster. SPO allocated one million Pak Rupees for initiating the response for earthquake victims. Despite many hardships and restrictions posed by government and security officials of the area, SPO swiftly managed to set up field office within 24 hours after earthquake struck the area. SPO in cooperation with other CSOs Khawaja Gharib Nawaz Trust (KGNT) and Relief Foundation Pakistan, provided food, medicines and other Non-Food Items (NFIs) to 2000 families in Mashkay, Gishkor and Awaran. DPRD was also successful in forming a district level coordination body called the 'Awaran Disaster Response Forum (ADRF)', comprising local CSOs. This district body played a pivotal role for the effective coordination of interventions and distribution of relief items with district administration, humanitarian organizations and Government of Balochistan.

Furthermore, the highest achievement for the organization during the reporting year was the selection of SPO's CE on the committee mandated to develop 'Core Humanitarian Standards' and 'Coherent Standard Architecture'. The committee is convened by Humanitarian Accountability Partnership (HAP), People in Aid and the Sphere Project. They will contribute in preparing a draft of the CHS and help inform decisions of the Board members of HAP, People in Aid and the Sphere Project on the scope of the Standards and the underlying principles.

On national level, SPO led the process of forming a consortium of 5 like-minded National Humanitarian Organizations for upcoming programme opportunities. Later the consortium merged with another platform of international NGOs and a long term strategic MoU has been signed among the member organizations. The name of the new consortium is 'Resilience Pakistan Initiative (RPI)' and is striving to promote and strengthen disaster resilience in Pakistan.

Quality and Accountability has been an area of prime concern for the department since seeking the membership of HAP in 2012. In summer 2013, SPO designed and implemented a state-of-the-art fully integrated 'Beneficiary Communication System (BCS)'. This two way communication system provides support to beneficiaries and SPO management for directly communicating with each other without any pre-requisites and disclosing of complainants identity. Multiple services were embedded in the BCS so that beneficiaries may get maximum benefits from the system, and provide data for improvement of humanitarian programming of

DPRD. DPRD's efforts and experimentation in the field of quality and accountability have started bringing appreciation and acknowledgement from other international bodies as well. During the reporting year, SPO was one of the only four national organizations around the world that were invited by HAP International in an event "Preventing Sexual Exploitation and Abuse" in Geneva held in May 2014.

Other efforts include the completion of projects in Dadu and rolling out new initiatives in Ghotki. The project "Facilitating Access and Quality for Girls' Education through Evidence Based Advocacy" was implemented in Dadu with technical and financial assistance of Oxfam in Pakistan. Under the project, 14 disaster hit and dilapidated schools were identified and reconstructed after signing MoU with district education department. SPO also provided

sports gear, furniture, teaching and learning materials and thematic murals in classrooms for creating effective learning environment. In order to ensure school attendance and effective participation of parents, 14 School Committee Alliances were formed so that all stakeholders may be able to jointly design and undertake activities for the promotion of girls' education in the area.

In March 2014, the serious drought condition of Thar was highlighted by media and developed into a major crisis in the district. The Government responded with distribution of wheat and food items to the affectees. Once again, SPO allocated half a million Pak Rupees for distribution of food items to community members, be it Muslim or Non-Muslim. Priority was given to widows, elderly community members, marginalized families and scheduled casts of Hindus that include Manghanwar and Bheel residents of village Dhaklo, Union Council Rajorro. The Hindu community received 195 food packs out of 300, which contained diet for children, lactating mothers and pregnant women, to serve a family of 7 over a period of 3 weeks. It is pertinent to mention that many small scale relief operations have been undertaken by SPO from its own resources over the last year. So far SPO has spent almost 4.8 million PKR in the reporting year 2103-14, in 3 natural disasters and could not expand the emergency operations due to absence of funds and permission of launching large scale humanitarian assistance, particularly in Awaran and other flood hit districts.

Currently, DPRD is implementing one room shelter project in partnership with International Organization of Migrants (IOM) in Ghotki. Under the project, SPO will construct 730 one room shelters for the most deprived and vulnerable families of Union Council Bethore and Lohi of Taluqa Khan Garh in Ghotki.



F. Gender Mainstreaming at SPO

Gender mainstreaming has been an integral part of SPO's development paradigm since its inception. SPO has been advocating for the inclusion of women in development process by adopting women in development (WID) approach. Following WID, SPO initiated activities for women's economic empowerment through skill training, capacity building and linking women to the market. As a result, hundreds of women were mobilized to work along with their men for the progress and prosperity of their families. During its interactions with communities, SPO learned that the patriarchal structures prevailing in the society are the most significant impediments in the course of empowering women socially, economically and politically. It was crucial to involve community structures (based on men) for becoming advocate for change in patriarchal structure. This could be done through reviewing the approach of women's involvement in different initiatives. SPO shifted its strategy to move to Gender and Development Approach (GAD) under which the initiatives like capacity building of community based organizations on gender issues, facilitating right based advocacy for women's rights at all levels, and inclusion of women in all levels of governance/management of SPO as well as that of its community partners were undertaken. This timely shift in strategy has helped SPO to be recognized as human rights organization with focus on women's rights. As a result, inclusion of women in all its community based forums has been one of the key focus and now almost all the community structures including CSNs and DSCs, AAWAZ forums and any other forum under any project/initiative includes more than 40% women.

Progress during 2014: With the understanding of including women in all its initiatives, following steps were taken during the reporting period to include women more effectively within organization as well as within its programs.

1. The need was felt to develop a gender strategy that could play a role of guideline for inclusion of women at all levels within the organization as well as in its programs. A gender strategy was drafted after consultation with Gender Core Groups from all regions, got edited by external gender expert and was approved by SMC. The gender strategy covers guideline for gender mainstreaming in institution (staffing and work environment), research and advocacy, publications and programs/projects. The strategy has been now shared with all regions and is a guiding document while developing any new initiative.
2. SPO has been engaged in disaster management for a long time. Being a member of HAP international, it follows HAP standards while providing quality services to the disaster survivors. One of the important focuses of the HAP guidelines is to address sexual abuse and assault by aid workers during disasters. SPO adopted the UN Secretary General's and HAP guidelines in its policies to avoid any type of sexual assault by aid workers. Raising awareness among masses about said standards remained an important component of SPO's initiatives in disaster affected areas.

Case Study-8 **Girl Students enabled to hold onto their Dreams**

Despite strong economic growth during most of the past decade, Pakistan has not progressed satisfactorily in social sectors, especially in education. With an adult literacy of only 57%, almost one-half of its adult population is unable to read or write. This considerably limits the opportunity towards acquiring skills and technical knowledge for higher productivity and better earning levels. School enrolments are low and school dropout rates too high. The budgetary allocation to education has remained around 2% of GDP for the past decade, with a high proportion being spent on recurrent heads mainly salaries, leaving a small amount for quality enhancement such as teachers training, curriculum development, provision of school facilities and monitoring and supervision of education.

Primary Education, despite being declared compulsory and free for all by the government under Article 25-A, still continues to be far from reality in most rural parts of Punjab like Mouza 15 Faiz, Union Council Rana Wahin, Tehsil and District Multan. A daughter of an influential cleric was appointed as government teacher. She after getting married moved to Multan city, left the school in doldrums even without officially informing local education department. She, Instead of resigning from her line department, illegally sub-contracted a local girl as her substitute at the school. Unfortunately, her substitute could not deliver the goods, resultantly; about seventy girl students sought enrolment at a Boys Primary School some 10 kilometres away from their village. This caused panic among the parents as well as the girl students whose security and exhausting travel between home and school posed a persistent threat and financial burdensome.

Mr. Muhammad Ismail, an ardent social worker, who didn't lose hope, even after the lady teacher had moved to Multan city. He kept agitating the authorities who didn't pay any heed. However, AAWAZ Village Forum's (AVF's) formation created an opportunity for Mr. Muhammad Ismail to voice his concerns more assertively. As a member, he tabled the issue he had been advocating alone for an action by AVF. AVF gathered necessary evidence and galvanized the support of school community to take their common concerns to the education department. Initially, fearing backlash from the elements supporting the lady teacher who had settled in Multan city, some of the locals refrained from standing by AVF, however, afterwards they too came out expressing their concerns publicly.

AVF presented the case along with the evidence to the authorities in the education department, who attempted to cover it up. AVF created so much pressure that they (government authorities) eventually agreed to discuss the issue for a permanent resolution. To begin with, the authorities carried out an enquiry which found the government appointed lady teacher guilty. The lady teacher was served a show cause notice to explain her position. In addition, the PTC was revitalized in order to make it representative/democratic and answerable to the school community. The first three milestones had been achieved, as the boundary wall of the school has been fully constructed, the school has been restarted with a current enrolment of about 150 girl students and the PTC has been made functional; however, there still is a long way to go to make this girl school a sustainable model of academic excellence.

3. Anti-Harassment Law was passed during 2010 under which each organization was bound to form inquiry committees, conduct awareness sessions among the staff members and ensure harassment free work environment. SPO immediately took steps to comply with the new enacted law and formed an inquiry committee and conducted awareness session with the staff members. As a next step of implementation of anti-harassment law 2010, SPO's regional staff worked with universities, CSN's and partner organizations to implement the law as per guidelines. As a result, more than 80% of the partners organizations, CSNs and any other forums know about the law and have made it part of their policies.
4. SPO remained part of national level campaign on women's rights through platform of EVAW/G alliance and Insani Huqooq Ittehad (IHI). Through these forums, SPO highlighted the issues like lobbying for domestic violence legislation at national level and legislation related to early child marriage with the Punjab Government. During this reporting period, SPO hosted the secretariat of IHI and hosted seven meetings on different issues highlighted by members.
5. Noticing the limited availability of written material on gender issues, SPO considered publication of gender related research and articles as one of the key focuses during this year. SPO published a discussion paper on "Girl Child marriages- an invisible Sword of Patriarchy" during the reporting period while another on women's participation in politics is in process. The draft has been prepared and hopefully will be published in next reporting period.
6. This was a 20 years' celebration year and SPO organized nationwide celebrations. Considering women as primary actor in achievements of SPO, a half day session was organized to highlight women's role in community development. Women from different project areas from all four provinces were invited in the grand celebration held in Islamabad to share their experiences of being involved in development and empowerment endeavours facilitated by SPO during last 20 years. Women spoke about their experiences, challenges they face in their work and appreciated SPO for support.



G. Institutional Strengthening

1) 20 Years of SPO (1994-2014)

SPO has completed 20 years of its existence in 2014. An event was organized to celebrate the 20th anniversary of SPO on March 28, 2014. The event attracted more than 200 participants who shared experiences of their association with the organization in the form of BoD members, donors, Staff and in other capacities. Keeping in view the horrendous suffering of the people of Thar, the program was started by paying gratitude to the drought survivors by Ms. Tahira Abdullah, member GB which was followed by recitation of a poem by renowned poetess Ms. Kishwar Naheed. A candle lighting ceremony was also held to express solidarity.

Dr. Tufail Muhammad Khan, Chairperson of SPO, in his inaugural address briefed the august audience about the vision and mission of the organization. He talked at length about the journey that began two decades ago with the aim of serving the underprivileged and marginalized sections of the society. Naseer Memon, the CE, welcomed the gathering and briefed them about the contributions of SPO in the civil society arena. He stated that although SPO's beginning was modest, but over past 20 years, it has emerged as a leading Pakistani rights-based CSO in terms of its countrywide presence and outreach. Building on its participatory development model, an approach strongly advocated by the founding members, SPO has over time harnessed volunteer community and national level networks such as CSNs, DSCs, PSCs, Women Protection Networks, HMCs and EMCs who symbolize the voice of underserved, particularly women, girls, youth and minorities. He said, 'big organizations have big challenges

- as a rights-based organization, we are making all out efforts to advocate people-centric democracy in the country.'

Mr. Javed Jabbar, a founding member of BoD, in his address revealed the story of transformation of a single project into one of the leading CSOs of Pakistan with sprawling outreach to communities and CSOs. He added that SPO has worked in conditions of rapid change and witnessed rise and fall, however, worth citing is the fact that SPO has preserved its values and grown in stature consistently. This major event, marking the accumulated achievements of SPO over past 20 years was also honoured by previous Chairpersons and Vice Chairpersons, and present and past BoD and GB members. The former CEs of SPO including Dr. Suleman Sheikh, Mr. Ali Akbar and Mr. Harris Khalique shared their fond memories of how SPO transformed over the years under their able leadership.

The event was also attended by leading figures of the donor fraternity. Marc-André Franche, Country Director of United Nations Development Program (UNDP), in his address, congratulated the Board, management and employees of SPO for their never-ending zeal and fervour in realizing the true spirit of change, as a means towards sustainable grassroots development. Mr. Bill Kilby, DFID's Head of Governance Programme stated that SPO has fostered a new generation of right-based advocacy at the grassroots. Mr. David Fournier, Councillor Development and Head Aid of Canadian High Commission (CHC) said that Canada is proud to be the partner of SPO throughout its journey. He said that SPO has fostered a CSO movement to advocate human rights protection and community empowerment. Ms. Susan Hyland,

Political Counsellor of BHC remarked that SPO has made great contribution in training election monitors, holding seminars around policy issues and facilitating women's CNIC and voter registration. Mr. I.A. Rehman, Director of Human Rights Commission of Pakistan (HCRP) attributed SPO's work as the catalyst of change and urged the political parties and citizens to also act as change agents.

Other highlights of the 20 years ceremony included a video documentary entailing success stories of SPO from all over the country, a theatre performance showcasing thematic focus and spadework of the organization and a puppet show designed around the messages of peace and harmony. SPO's 20 years journey showcased through photographs, besides a handicrafts Mela also grabbed the guests attention. SPO's employees, demonstrating the regional and cultural diversity they celebrate collectively at SPO, dressed in their respective traditional costumes, greeted the audience and together cut the 20th anniversary cake of SPO to bring the event to formal conclusion.

2) Linkages and Networking

As part of its enduring role of harnessing networks of people and institutions working collectively to strengthen democratic voices, perceptions and practices, SPO continues to seek membership of, besides presently hosting some of the National and International Networks. At the national and local levels, SPO continues to create networks in areas (thematic and regions) where there is void i.e. visible disconnect between state and citizens, in order to bridge the gap, by capacitating such networks to ultimately perform the role of conduit between citizens and state. So far, SPO has created and has been partially hosting 42 CSNs and DSCs each. In addition, SPO is presently hosting Spate-Irrigation Network, the Pakistan chapter of a global campaign and IHI, a national network dealing with policy and implementation issues around disaster preparedness, mitigation and

prevention. SPO has been an active member of following national and global networks:

1. Founding Member of Insani Huqooq Ittehad; (SPO is currently hosting the Secretariat)
2. Member Advisory Committee and hosting the secretariat of Pakistan Human Resource Network (PHRN)
3. Member Mumkin Alliance; hosting Punjab Secretariat
4. 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
5. Member of National Resource Group and BoD - Pakistan Coalition for Education (PCE)
6. Member Children's Rights Movement (CRM)
7. Member Ending Violence Against Women and Girls
8. Alliance
9. General Body member and active partner in project implementation: Free and Fair Election Network
10. Member BoD Pakistan Coalition for Free and Fair Elections (PACFREL)
11. Member Gender Voices
12. BOD Member - Human Resource Development Network (HRDN)
13. Executive Member and hosting the current provincial secretariat – Joint Action Committee (Karachi, Sindh)

14. Member Disaster Management Committee - National Disaster Management Authority (NDMA)
15. Member NGO Committee for Relief and Rehabilitation of Flood affectees
16. Member Technical Committee on Tsunami, Cyclone and Ocean-Related Hazard Management
17. Member and host organization in Pakistan - Spate Irrigation Network
18. Member BoD Energy Conservation Fund- Federal Ministry of Water and Power
19. Member Pakistan National Committee - International Union for Conservation of Nature
20. Member Advisory Council on Environment- Ministry of Science and Technology
21. Member President of Pakistan's Committee on Disasters
22. Member Project Advisory Committee of Rutgers Women Protection Forum (WPF)
23. Member Project Advisory Committee: Gender and Social Vulnerability to Climate Change (project of SPDC)
24. Member Technical Committee for Media Fellowship (project of Rozan)
25. Member District Technical Committee (DTC)- Population Welfare Department, District D.I. Khan, Khyber Pakhtunkhwa
26. Member District Agriculture Advisory Council - D.I. Khan, Khyber Pakhtunkhwa
27. Member Dera Development Forum (DDF) - D.I. Khan, Khyber Pakhtunkhwa
28. Coordinating member of South Punjab NGOs Forum (Multan)
29. Member HuCaN (Human Capital Network); a forum formed by HR professionals of Islamabad
30. Member Central Executive Committee - National Humanitarian Network (NHN)
31. Member General Body – Pakistan Reproductive Health Network (PRHN)
32. Member [regional (Sindh) and National level] – Accountability Learning Watch Group (ALWG)
33. Organizational Member Active Learning Network for Accountability and Performance (ALNAP)
34. Certified Member Humanitarian Accountability Partnership International (HAP)
35. Member Pakistan Disaster Risk Reduction Forum
36. Member National Steering Committee - ONE (UN) WOMEN
37. Member Strategic Advisory Group National Shelter cluster - UNOCHA
38. Member Joint Action Committee, Hyderabad
39. Member UN Women Civil Society Advisory Group (UNW/CSAG)
40. Member BoD Liberal Forum Pakistan
41. Member Advisory Council - Voice of New Generation Hyderabad, Sindh
42. Member Sindh Disaster Response Forum

43. Member Community Advocacy Dialogue Forum, Kech - Mercy Corps Hyderabad, Sindh
44. Member General Body of All Balochistan Academy, Turbat
45. Member Constituency Relations Group (CRG) - Supporting Transparency Accountability and Electoral Processes in Pakistan (Free and Fair Election Network)
46. Member Steering Committee Aman Tahreek
47. Member Pakhtunkhwa Jamhoori Taroon, Khyber Pakhtunkhwa
48. Member Aalami Pukhto Congress, Khyber Pakhtunkhwa
49. Member Pak-Afghan Peoples' Forum, Khyber Pakhtunkhwa
50. Member Pakhtun Awareness Movement (PAM), Khyber Pakhtunkhwa
51. Member Humanitarian Assistance Network, Khyber Pakhtunkhwa
52. Member Provincial Steering Committee - Strengthening Poverty Reduction Strategy and Monitoring (SPRSM), Balochistan
53. Focal Organization of Balochistan Humanitarian Response Network (BHRN)
54. Member Human Rights Cell; Directorate of Human Rights Pakistan, Balochistan
55. Member Forum Against Child Marriages, Punjab
56. Member Protection against Domestic Violence, Punjab
57. Member Aman Tehrik Network, Peshawar
58. Member Balochistan Mahigeer Network, Turbat
59. Member Advisory Committee - Women Technical College, Qasimabad, Hyderabad, Sindh
60. Member BoD Health and Nutrition Society Hyderabad, Sindh

3) SPO-UK

SPO-UK is a Company Limited by Guarantee and a Charity incorporated/registered respectively by the Companies House on 14th June 2011 and the Charities Commission of England & Wales in March 2012 under the Companies Act 2006. 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 peace and harmony.

There is an MoU signed between SPO Pakistan and SPO-UK wherein both the organizations have agreed to work together to promote 'people to people contact' and collaborate with each other in addressing governance issues, conflicts and natural calamities in Pakistan.

The organization is currently working in the areas of prevention or relief of poverty, advancement of education, environmental protection and promotion/protection of human rights, with a special focus on women, children and marginalized communities.

During the period July 2013 to June 2014, four meetings of the BoD of SPO-UK took place. Major areas deliberated include fundraising initiatives and future collaborations. Further, in pursuance of a board decision to take on-board reputed locals, Ms. Natasha Sheikh was inducted to the board of trustees.

4) Social Development Enterprise

Social Development Enterprise (SDE) is a subsidiary of SPO, and is a not for profit national organization registered on June 3, 2013 under the Companies Ordinance 1984, SDE aims to provide trainings and carry out research to build the capacities of communities and professionals, with a focus on community institutions, networks, activists and volunteers for effective implementation of community development programmes. It also aims to provide a platform for research and development of human resources and promotion of economic and social well-being of poor masses through trainings and development of skills of manpower.

SDE's model is such that the capacities of excluded individuals and groups, comprising women, girls, youth and minorities are strengthened, in a bid to help them secure their well-being, by means of living a decent, respectful, secure and purposeful life. For this, SDE is setting up state-of-the-art human resources building centres across Pakistan, especially in the areas where SPO already has its operation, piloting with Hyderabad Region.

SDE activities are designed and tailored as per market priorities and need assessments, with a Pool of Trainers and Researchers hired on activity basis. SDE centres will host, conduct and deliver seminars, conferences, advocacy events, trainings and tailored services in technical advisory capacity, research studies, etc. These priority areas have been identified, keeping in view SPO's existing skill-sets, core competencies, experience and comparative advantage at the grassroots.

SDE has a highly acknowledged BoD, chaired by Mr. Javed Jabbar. The BoD has a three year term starting from November 2013 up to October 2016. During the reporting period, BoD held four meetings, scheduled quarterly. SDE will be strengthened enough to emerge as the sustaining arm of SPO, by reducing reliance on

overseas donors and increasing self-reliance.

Under the guidance of BoD, a slim executive and program team is placed, both at the National Centre Islamabad as well as its pilot location, Regional Centre Hyderabad led by CE, Mr. Sikandar Ali Hullio. Mr. Hullio joined SDE as the CE in December 2013, and is based at the National Centre. During the reporting period, three trainers were hired at the Hyderabad office followed by an office setup. Moreover, the provision of state-of-the-art facilities at the Hyderabad office has also been initiated and is under process.

It is expected that, in the next reporting period, SDE operations will have a revised strategy to cope up the emerging market needs and priorities. SDE also plans gradual expansion to other Regional Centres of SPO, wherever Training Units are functional, particularly Multan, Quetta, Karachi and Peshawar, or in the areas where social business opportunities can emerge for program interventions.

Furthermore, SDE website www.sdepk.org, and Facebook (fb)-page have been made operational and online during this reporting period, serving as the key source of prompt promotions and information. The website is updated on weekly basis, whereas fb-page on daily basis, through updates, postings and other such relevant sharing. Besides fb-page, twitter account is also activated and updated almost daily.

Certain legal requirements of the organization were also fulfilled during this year. Established under Section 42 of the Companies Ordinance 1984, on June 3, 2012 with corporate universal identification number 0084021, issued by Securities and Exchange Commission of Pakistan, SDE has applied for granting the status of a non-profit organization.

SDE during the reporting period hosted, conducted and delivered several seminars, conferences, advocacy events, trainings, tailored services, both as a service provider as well as

facilitator through Hyderabad office. As a result, revenues worth Rs. 4.7 million were generated to meet expenditures worth Rs. 3.0 million, with a surplus amount of Rs. 1.7 million. This was an encouraging sign towards self-reliance. With a new look and revised strategy, the self-reliance policy would be ensured besides expanding its operations to other regions.

In the next reporting period, SDE aims to expand its scope of work to social sector research, including enterprise development and for this purpose will attempt to be part of any bidding for the scheduled, announced or tailored research work. Small scale, action-based research studies will be preferred during the initial stage. Later, full-scale research will be preferred, with the availability of its pool of researchers and possible infrastructure expansion. The list of SDE's BoD is given as under:

(Tenure: November, 2013 - October, 2016)

1. Dr. Tufail Mohammad Khan, Member (Khyber Pakhtunkhwa Province)
2. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)
3. Advocate Parveen Akhtar, Member (Khyber Pakhtunkhwa Province)
4. Prof. Dr. Karamat Ali, Member (Punjab Province)
5. Mr. Javed Jabbar, Member (Sindh Province)
6. Ms. Arifa Mazhar, Member (Federal Capital Area)
7. Ms. Sadiqa Salahuddin, Member (Sindh Province)
8. Mr. Naseer Memon, Member (Federal Capital Area)
9. Syed Abid Rizvi, Member (Punjab Province)

5) Board of Directors and General Body

During the period July 2013 to June 2014, four meetings of BoD and one Annual General Meeting took place. Major decisions taken in these meetings include approval of an additional fund of rupees one million for emergency response in the earthquake-stricken areas of Balochistan, approval of the Annual Report and Audited Accounts for the period 2013-14, approval of 20 policies and procedures in the light of the recommendations of Finance & Audit Committee, approval of Annual Work Plan and Budget for 2014-15 and approval of M/s 'Ernst & Young - Ford Rhodes Sidat Hyder & Company' as the external auditors for the fiscal year 2013-2014.

6) Management Information System (MIS)

Presently, SPO's Management Information System caters to programme, planning, reporting, data analysis, on-going monitoring and real-time reporting of the achievements of programme teams against their respective work plans. Today, SPO's MIS application is viewed as one of the finest applications in the development sector. Recently, COMSATS University has initiated a study whereby it will document SPO's approach to programme management, reporting, monitoring and evaluation as part of a project to capture local i.e. best practices in Pakistan's development sector. The MIS application has not only brought efficiency, reduced costs, improved quality but also allowed introduction of a paperless environment across nine countrywide offices of SPO. Over the past four years, another important use of this application has been archiving of important institutional data including proposals, donor reports, research studies, discussion and policy review papers, M&E and financial reports, partner organizations profiles and SPO's thematic profiles and project fact sheets, to name a few.

7) Human Resource Development

SPO-HRMIS, the lynchpin of all human resource functions, is managed from the National Centre. Key features including personal and employment records, contracts, personnel actions, benefits, payroll, leaves, performance appraisals and final settlements are managed using this electronic application. This year, introduction of consolidated payroll, prepared centrally by Human Resource Unit was a welcome addition. Similarly, the career portal was up-scaled enabling interested candidates to create and archive CVs and apply online for matching positions at SPO. Personnel policies were beefed-up further to cater to increasing needs of the organization.

During the reporting year, SPO achieved a significant hallmark by bringing more women managers to the cadre of senior management. As per the organizational policy, all vacated managerial positions were filled by inducting women staff only. The old tradition of staff appreciation was revived by conferring souvenirs and certificates upon employees across the board. With the arrival of new short-term projects together with additional hiring carried-out under the existing major programmes, a fresh pool of 93 employees was brought on-board; taking strength of the overall workforce to 309 in June, 2014.

During the current reporting year, SPO arranged a total of 39 trainings for 153 of its staff. Similarly, in the light of specific training needs of some of its staff, customized trainings were organized; including a training on Governance, Social Justice and Role of Civil Society for 49 Programme Officers; A Workshop on Inter-personal Communication And Positivity for 23 Associate-level Administration Staff; and an Advanced Financial Management training for 34 Finance Staff. SPO also supported 15 international trainings for 2 male and 13 female staff. Furthermore, study grants were extended to enhance qualifications of two staff.

8) Challenges (Internal and External)

Key Internal Challenges include staying relevant in the sector i.e. keeping pace with increasing market place competition, demanding continued internal growth for improved service delivery. Another challenge facing the organization includes Staff retention and organizational sustainability in the face of greater dependence on donor funding.

Sectarianism, ethnic and political divide, terrorism and a plethora of governance and development issues are ceaselessly expanding, further reinforcing state's vulnerability to cope. The ever increasing polarization stemming from clashes among various political, religious and social factions constantly haunt country's peace and hinder development potential. Owing to its rights-based agenda, SPO is no exception. Invisible elements pose life threats to its staff, particularly to those operating in the conflict-ridden areas of Quetta, Turbat, Peshawar and D.I.Khan.

The recently launched military offensive on terrorists in Waziristan is likely to trigger nationwide counter offensive. It is highly likely that security situation across the country exacerbates further. Other specific security threats facing Pakistan include insurgency in Balochistan, sectarian divide, violent extremism, Karachi's volatile situation, tension on the Line of Control and hostile relations with Afghanistan. Suicide bombing by elements moored in religious fanaticism and use of arms to shed innocent people's blood has gravely affected the psyche of ordinary masses. This coupled with double digit inflation and unemployment has forced the poor, particularly, women and children to embrace suicide.

Furthermore, the on-going political uncertainty fuelled by nationwide strikes against the sitting government is posing challenges to the ordinary citizens in handling their routine life matters including their right to earn bread for their dependents. There are strikes happening

in the federal capital that have badly impacted public life including their mobility, and SPO's employees are no exception. The overall security situation is precarious.

Thus far, the democratically elected government has done nothing to promote a counter narrative to hate-speech, falsehood, violent extremism and radicalization of the society. These circumstances inhibit individual and collective action by all like-minded human rights activists and organizations.

In the face of ever increasing security risks, particularly, suicide bombings and kidnappings, events are cautiously planned and implemented with the help of partner organizations. Conscious efforts are made to get the buy in of government officials including elected political representatives for the successful implementation of program activities. However, their support varies depending on the nature and scope of activity as well as particular time, situation and region wherein their help is sought.

In brief, influencing the state in an attempt to achieve desired social change in circumstances where there is visible split in the society and restrictive legislation (by the state) thwarting freedom of expression and free mobility, it is extremely essential that SPO pursues its rights-based agenda steadily and purposefully.

9) Present Day Realities and Opportunities, and Way Forward

SPO subscribes to the belief that stable democratic institutions are better prepared to steer the state and guide citizens in the most desirable direction. It is important that democratic processes thrive alongside increased sense of social and economic stability and security. The absence of stability hampers state's ability to protect the rights of common person, provide equal economic opportunities and maintain law and order in a most befitting manner.

The charges of corruption and irregularities in 2013 election which culminated in sit-ins by a political party in Lahore and Islamabad have again raised questions about the future of democracy in the country, which has miserably failed to live up to the expectations of the ordinary citizens. Consequently, the prophets of doom are again trying to cast a shadow over the validity of election system and the transparency of the democratic process. Uncertainty still looms large as to how this political storm will unfold, either derailing or strengthening democracy in Pakistan.

In assuming their respective roles as pro-democracy actors, there is a long way that SPO and other civil society actors have to go in order to assist the state in achieving the ultimate goal of real democracy and truest value for peace, justice and harmony in the society. The change effected by the state institutions and civil society actors thus far is just the start, and there is a lot that needs to be done to be part of an ultimate change wherein state and citizenry are fully committed to fulfil their mutual obligations towards ensuring continued growth, development, stability and democratization of the society at large.

The absence of a representative LG system has been narrowing the space for citizens' meaningful 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 permanently 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 narrow the gap between grassroots realities and public policy. SPO believes that decentralization and local governance will empower citizens socially, financially, and politically to bring about a positive, healthy and constructive change. In view of this, SPO has been endeavouring for

LG systems, which create a sense of common interest among all citizens. SPO believes that purposeful decentralization of power, manifested in the form of a strong system of LG is the key prerequisite for facilitating sustainable development and promoting good governance.

The Supreme Court of Pakistan's last year's ruling in favour of the LG elections still awaits compliance by the provincial governments of Punjab, Khyber Pakhtunkhwa and Sindh, whereas it is the Balochistan government that has obeyed SC's orders thus far. SPO believes that the lacking or delay thereof is merely because of the ignorance on the part of state as well as the citizens. Had the citizens been fully informed of their right to be part of the decisions affecting their lives, they would have demanded LG elections from the provinces as their first and foremost right. LG forms the lowest i.e. the third and most critical tier in any democracy, which is often found missing in so called democracies ruled by selected few landed aristocrats and urban oligarchy, and Pakistan's present state of governance is one such fine example. And, this is one important area of work where SPO sees potential for harnessing consciousness on the part of the supply side i.e. government to respond to expressed citizenry voices i.e. demand side. It is critical that SPO works with a wide range of audience including but not limited to policy-makers, technical experts, scholars and practitioners to advance their understanding and appreciation of issues relating to LG and decentralization, and reach a consensus on how these concepts and principles can be embodied in laws and practices.

Another potential area where SPO aspires to chip in is the citizens 'right to know' i.e. their Right to Information (RTI) about government budgets, spending, criterion for decision-making, etc. The provinces have promulgated RTI's, however, citizenry groups are generally lacking awareness including about their basic right to debate limitations and merits of RTI to seek amendments through lobbying to make

them more people-centric.

As part of strengthening civic voices in order to secure meaningful response from the state in relation to most critical issues facing the public, SPO will seek to find a toehold i.e. evidences to advocate development of renewable energy resources particularly hydel power projects. In this connection, SPO has already undertaken a research study to identify potential for hydel power projects in AJK, whereas a similar study needs to be undertaken on the upstream of Indus River (particularly in the region of Gilgit-Baltistan). The research findings will present evidences for subsequent simultaneous lobbying with federal and provincial governments involving other key stakeholders also, particularly citizens and political parties. SPO plans to build a robust and sustained campaign keeping the citizens demands and the potential for development of hydel power projects at the heart of its lobbying drive.

As part of reinforcing current and creating a blend of some of the old and contemporary practices, SPO plans to enhance its own and its partners' perception and engagement in gender equality and justice; ethnic, religious and sectarian harmony and pluralism; preservation of socio-cultural and linguistic diversity and heritage; human rights concepts and practices; environmental issues and sustainable development; pro-people, anti-poverty economic reforms; and grassroots-centred, rights-based economic development processes. SPO hopes that it can create small ripples of change having potential to ultimately inspire greater action at wider scale.

10) Lessons that Matter

The origin of SPO from a CIDA's project office to one of the prominent rights-based advocacy organizations of Pakistan is a lesson giving eventful transformation. Over a period of time, the hurdles that were transformed into unique opportunities consistently taught valuable lessons to SPO. The glimpse of transition that

underpins trials and tribulations followed by successes has been described below:

- After SPO's remodelling from a Small Project Office into an independent not-for-profit organization, the new perceptive leadership, keeping in view the changing global norms and patterns, shifted the organizational focus from 'service delivery' to 'rights-based advocacy'. Following the reinvigoration of institutional focus, efforts were directed towards creation of a critical mass of informed citizens. To achieve this, Development Planning and Management (DPM), an intensive training programme was launched with the objective of developing capacities of small to medium level CBOs in the areas of Human Rights, Gender Justice, Good Governance, Environment Protection and Organizational Development. This new idea was a huge success as many CBOs transitioned from small-scale welfare-oriented organizations to self-sustaining rights-based civil society entities.
- After successfully rolling-out the DPM approach for over 14 years, it was realised that the capacitated CBOs have developed enough appetite to become part of a larger civil society action involving and combining the support of other like-minded entities. Consequently, Participatory Development Coalitions (PDCs), the representative forums of all DPM graduate CBOs at the level of districts were formed.
- The PDC approach was further sharpened through necessary improvisation. Resultantly, the concept of PDC was revitalised and renamed into CSNs. As of today, CSNs are the combined platforms of not the SPO trained CBOs only, but also the other important actors including the labour, teachers, trade and media associations, think tanks/intelligentsia and doctors and lawyers forums. In the focus districts, CSNs play the role of catalysts in connecting citizens with state and vice-versa and bringing differing ideologies to shared platforms for disputes as well as conflict resolution.
- Based on the lessons accumulated from unprecedented successes unleashed by CSNs, SPO tried replicating this model among the political fraternity. In an attempt to harness unity within the diversity of opinions among different political parties operating in similar districts with all aiming for common good, SPO persuaded them into joining DSCs, a representative body of all the mainstream political parties in the focus districts. Today, DSCs offer one of the finest replicable approaches to developing consensus on governance and development issues facing common persons despite differing opinions held by each member political party. When acting together, DSCs assume role of non-partisan entities advocating protection and promotion of human rights and provision of basic public services.
- In view of the predicaments facing focus communities such as unprecedented natural and human made hazards, SPO decided to add up a new chapter among its existing set of pre-defined interventions. Resultantly, the DPRD was established. The department has taken great strides in the last three years. Today, SPO is a certified member of Humanitarian Accountability Partnership (HAP) International. SPO also serves on NHN as a key member, besides working closely with NDMA

and various other regional and national humanitarian partners.

- Need to deepen vertical focus to expand the direct outreach of the programme to the grassroots communities was the major lesson unleashed by 4 years of successful experimentation of CSNs and DSCs models at district level. In view of this, recently, representative forums have been created at village (1300), UC (260) and Tehsil (26) levels. These entities referred to as the 'voice and accountability forums' now serve as the citizens conduits of change seeking to preempt and resolve local disputes, expand women's participation in social space and reinforce citizens just voices demanding redressal by the state. Though at nascent stages today, but the very construct of these forums symbolises the pivotal role they will play in future in breaking the taboos hindering women's, minorities and excluded groups' access to public life, justice and civic amenities.

Names of the ex GB and BoD members, Chairpersons, Vice-Chairpersons and CEs are as under:

Members of GB: 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 Khalique
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 DaadLuni
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. Ms. Ferida Sher
51. Ms. Zarnigar A. Tayyib (Late)
52. Mr. Reginald Dennis Williams
53. Ms. Zeenat Yaqoub Yousafzai
54. Ms. Shahla Zia (Late)

Nominated members of BoD: 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. CE: Dr. Suleman Shaikh (ex-officio)

Elected members of BoD: 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. CE: Dr. Suleman Shaikh (ex-officio)

Members of BoD: 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)
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. CE: Dr. Suleman Shaikh (ex-officio); replaced by Mr. Ali Akbar after his resignation in October 1998

Members of BoD: 2000-2003

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. CE: Mr. Harris Khaliq (ex-officio)

Members of BoD: 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. CE: Mr. Harris Khaliq (ex-officio)

Members of BoD: 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. CE: Mr. Harris Khalique (ex-officio)

Members of BoD: 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. CE: Mr. Naseer Memon (ex-officio)