



اداره استحکام شرکتی ترقی

Annual Report

2014-2015



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Acronyms

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

PDC	Participatory Development Coalition
PPAF	Pakistan Poverty Alleviation Fund
PSC	Provincial Steering Committee
PWGs	Policy Working Groups
RCA	Research Campaigning and Advocacy
SPM	Sectoral Planning and Management
SPO	Strengthening Participatory Organization
SDE	Social Development Enterprise
ToT	Training of Trainers
UC	Union Council
UDHR	Universal Declaration of Human Rights
USAID	United States Agency for International Development
VOs	Village Organizations
WOs	Women Organizations

Prologue by Chairperson



2016 has been a thriving year for Strengthening Participatory Organization (SPO) as our success over the previous past two decades narrates the ever increasing translation of our mission, values and goals into reality. As Chairperson, I am proud of the fact that we endeavor to strengthen our systems and build our practices constantly to be a better and transparent organization. The Board is pleased to work in harmony with the able management team in working towards achieving higher goals.

This year we continued to be work with an array of dedicated and empathetic individuals and organizations, while continuing to build on our accumulated achievements of the past. SPO has ventured into new thematic areas under the umbrella of 'AAWAZ Strengthening Voice and Accountability Programme in Pakistan', Through this programme, we tried to reach out to marginalized individuals, families, groups and communities, particularly women, minorities and other excluded groups. The programme envisages a stable, tolerant, inclusive, prosperous and democratic Pakistan, and is uniquely positioned to create synergies with, compliment and strengthen

existing similar initiatives to maximize the desired impact. The programme views democracy through a holistic lens and, therefore, aims to contribute to women's political empowerment, resolution of conflicts and disputes across communities it works with, and helps ensure better public service delivery in the areas of health and education by raising citizens' voices, informed and pro-active engagement with the state apparatus. Along with SPO's other ongoing projects, AAWAZ will be one of the largest programme SPO is implementing in the next 2 years, in 7,000 villages and urban communities of 45 districts with a consortium of 5 leading Pakistani rights-based organizations.

In my capacity as the chairperson of BoD, I would like to extend a heartfelt 'Thank You' to the valuable donors, partners, communities, BoD, General Body and the staff members for their continued support to the cause of SPO. It has been a proud privilege for me and my fellow Board members to have served for another remarkable year of accomplishments.

Thank you.

Dr. Tufail M. Khan
Chairperson

From Chief Executive's Desk



More than 20 years ago, SPO emerged into a national not-for-profit institution, with a goal to strengthen and support community organizations and public interest institutions for the sustainable development of deprived individuals, families and marginalized societies of Pakistan. Looking at the history of the organization today and its accomplishments, I feel extremely gratified to have been part of such an enriching and inspiring institution, as the CE, for over five years. SPO has not only broadened the scope of its work during these years but has further deepened the level of engagement with grassroots communities.

Over the past years, SPO's thematic focus on the citizen's engagement component has cascaded from the district to the grassroots level. With this broader spectrum of audience and outreach available, SPO has enabled itself to strengthen local voices for demand articulation on basic human rights as delineated in the Constitution of Pakistan and the international covenants ratified by Pakistan. The organization has successfully worked with the State of Pakistan to formulate National Human Rights Policy Strategy and National Plan of Action on Human Rights. With the completion of four years of

successful AAWAZ programme, SPO's focus on the district level stakeholders, i.e. rights-holders (mostly the district leadership) and duty-bearers has extended to the village level engagement with formal and informal leadership, and the general public. Resultantly, SPO's programmatic focus on the conflict resolution component has a larger magnitude now. With this, SPO is now geared up to seek amicable and lasting solutions to the disputes and conflicts at the grassroots in order to shift local communities' focus and energies to their real developmental needs and priorities.

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

SPO believes itself to be a learning organization and therefore aspires to further sharpen its research, project design, development, management, monitoring and reporting, and human resource management capacities, in a bid to achieve excellence. SPO seeks to strengthen the virtual planning, management, monitoring and reporting application being implemented across all SPO offices currently in a bid to make it more viable and result-oriented. SPO credits its success to its programme partners for their commitment, its funding partners for their unwavering support, and the volunteers and staff for their relentless dedication and perseverance in pursuing SPO's mission. Lastly, my heartfelt gratitude to all those who support SPO's vision for a just and tolerant society characterized by the truest essence of democracy and good governance.

Naseer Memon
Chief Executive

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 leading development practitioners of Pakistan, namely, Senator (R) 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 individuals formed a GB comprising other renowned Pakistanis, all of whom agreed to serve on a voluntary basis. With their support smooth transformation was conducted of the 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, this laid the foundation of a national rights-based CSO. As a result of this, today, in 2016 SPO enjoys credibility among donors, peers and partners as well as the focus institutions, communities and individuals. SPO is seen as a leading advocate of citizens’ rights and their responsibilities. SPO maintains a presence in over 75 districts of the country. Since 1994, SPO has been led and staffed by able Pakistanis.

Over the past two decades, the initially identified set of values of the new organization named “Strengthening Participatory Organization” have been prudently translated into tangible action through systematic and sustained application. The foundational values of SPO as spelt out at the outset, include:

1. Equality of participation in membership of the GB and BoD of SPO on a voluntary basis 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 in GB, BoD and staff.
4. Practice of democratic principles and processes.
5. Holding of the individual offices such as the Chairperson and Vice-Chairperson in the BoD by rotation between the Provinces while ensuring that office holders have relevant individual capacity to fulfil their specific 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 possible 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 only at the National Centre of SPO in Islamabad, 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 practice of the above foundational values has supported the dedicated and capable full-time management team at SPO so as to steadily and successfully expand and coordinate the significant growth of SPO.

SPO Board of Directors and General Body

During the period July 2014 to June 2015, four Meetings of the Board of Directors and one Annual General Body Meeting took place. Major decisions taken in these meetings include approval of the Annual Report and Audited Accounts for the period 2014-15, 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 2014-2015. Members took keen and detailed interest in the reports presented by the Chief Executive. They made pertinent and constructive observations to help SPO staff to sustain SPO values and best practices.

Members of BoD: 2012-2015

1. Dr. Tufail Mohammad Khan
Chairperson (KP Province)
2. Ms. Zeenat Yaqoob Yousufzai
Vice Chairperson (Balochistan Province)
3. Advocate Parveen Akhtar
Member (KP Province)
4. Prof. Dr. Karamat Ali
Member (Punjab Province)
5. Dr. Taj Baloch
Member (Balochistan Province)
6. Ms. Neelam Hussain
Member (Punjab Province)
7. Senator (R) Javed Jabbar
Member (Sindh Province)
8. Ms. Arifa Mazhar
Member (Federal Capital Area)
9. Ms. Farida Tahir Noshewani
Member (Balochistan Province)
10. Syed Abid Rizvi
Member (Punjab Province)
11. Ms. Sadiqa Salahuddin
Member (Sindh Province)
12. Mr. Naseer Memon
Chief Executive SPO (Ex-Officio)

SPO GB: As on June 30, 2015

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

Spo Internal Audit Committee

Purpose

To assist the General Body and Board of Directors to oversee the financial reporting process, the system of internal control, the audit process, and the Company's process for monitoring compliance with laws and regulations and the Code of Conduct.

Composition

The Audit Committee comprises of four Members from the Board of Directors and the Internal Auditor. The Board appoints the Committee for a three-year term. In addition, the Chairperson, the Chief Executive and the Company Secretary also attend these meetings.

The Audit Committee presently comprises of following Members:

1. Ms. Sadiqa Salahuddin, Convener
2. Dr. Karamat Ali, Member
3. Syed Abid Rizvi, Member
4. Ms. Arifa Mazhar, Member
5. The Internal Auditor

Thematic Focus

Over the 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 the 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 also 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 strengths lie in its GB, BoD and its full time staff team comprising 260 staff (Male: 184/71% and Female: 76/29%) and 3,500 nationwide partners including youth, women and minority organizations/networks, think tanks, social and political activists and political leaders.

of citizens that prevents them from holding the state to account. Citizens generally 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, SPO on one hand advocates the use of means of impactful demand. Articulation by the general public wherein the partner CSOs play the role of the catalyst, and, on the other, SPO works with state level institutions to promote practices that respond positively to citizens' legitimate needs.

Peace and Harmony



Democratic Governance



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

Under the 'Peace and Harmony' component, SPO fosters pluralism as a counter-narrative to the elements which instigate polarization and radicalization of society. Respect for differing ideologies is harnessed through a multi-tiered discourse between, and among various groups of the 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 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.

Social Justice



Under the 'Social Justice' component, SPO mobilizes to form and capacitate cadres of women change-agents among the under served, particularly those living under the perpetual servility of the land and brick kiln mafias. Further, these informed cohorts of women are assisted technically and financially to form organizations comprising all women in their communities. Subsequent to that to 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 level Health Monitoring Committees (HMCs) and Education Monitoring Committees (EMCs). These committees then advocate education and healthcare-related issues facing WO 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.

Humanitarian Response



The 'Humanitarian Response' component has been designed to offer customized 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 the most prioritized needs of target audiences. In conjunction with hard-core service delivery initiatives undertaken on the 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 the people.

Institutional Support



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 fresh and innovative ideas and transform them into cost-effective community-centric interventions.

Programmes and Projects in 2014-2015

Presently, SPO is implementing two long-term programmes besides 11 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 programs and projects include the British High Commission (BHC), Department for International Development (DFID) of the British Government, 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, International Organization for Migration (IOM), United Nations International Children's Emergency Fund (UNICEF), Gender Equity Program (GEP) and Care International Pakistan. Two major programmes presently being implemented include:



Strengthening Civil Society to Address Conflicts

'Strengthening Civil Society to Address Conflicts', the flagship program of SPO, is 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 programme 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. The 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 actions/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 the current phase of the programme:

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 the 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), 450 action plans have been rolled-out to create awareness among the people regarding good governance and minority rights, 150 development issues advocated have been fully addressed by concerned government departments, 90 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 mobilized and facilitated to lodge 3440 complaints with ombudspersons, 144 HR violations have been brought to public attention through media, peaceful protests and by approaching relevant government line departments, 24,734 women have been facilitated to obtain CNICs and gain status of registered voters, 944 events have been organized to raise public awareness about DG, HR and CR and 80% POs capacitated to exercise

democratic norms have been regularly holding elections.

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

20 major Provincial policy dialogues have been organized 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 organized 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 organized 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 at national and provincial forums by government and civil society institutions to represent the views of marginalized sections, particularly women and minorities.

During the reporting period (Jul 2014-Jun 2015), the following key achievements were secured:

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, 67 action plans have been rolled-out to create awareness among masses regarding good

governance and minority rights, 106 development issues advocated have been responded to 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 to by unscrupulous elements in government have been mobilized and facilitated to lodge 2509 complaints with ombudspersons, 134 HR violations have been brought to 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 organized 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:

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 at the grass-roots, being large in numbers and representing distinct segments of the society, POs 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 a

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.

credible reputation enabling them to foster strong linkages with national and international rights-based activists and institutions.

Using customized pre- and post-training

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 the POs future course of action including the 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 the 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.

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

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 highlights the number of issues taken up in each region divided into three major thematic areas:

Since the 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 are constantly gauged against a very comprehensive tool called the Institutional Maturity Index (IMI). IMI gauges levels of understanding, growth and shift in the 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 at present:

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 the same number of recommendations on different aspects (drawn 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 trainings offered to, as well as gender-disaggregated data and pre- and post-training assessments about 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%

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 back-stoppers, 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's Rights	-	-	1	-	-	1	-	-	1
Minorities' 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

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 organized 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 at national and provincial forums by government and civil society institutions to represent the views of marginalized sections, particularly women and minorities.

Primarily, the CSNs are the combined forums of POs at the district level. Therefore, they also have to depend upon, and use their (POs) strengths in order to take valuable knowledge gained from SPO's trainings to the optimal 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's Rights	11	-	-	2	-	-	3	1	17
Minorities' 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
Labour 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

Strengthening Voice and Accountability in Pakistan (AAWAZ)

Strengthening Voice and Accountability, AAWAZ is a 5-year project that aims to benefit about 9 million people in 45 districts of Punjab and Khyber Pakhtunkhwa Provinces. The programme was initiated in May 2012 with the financial support of DFID. The goal of AAWAZ is to help build a stable, tolerant, inclusive, prosperous

and democratic Pakistan, responsive 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

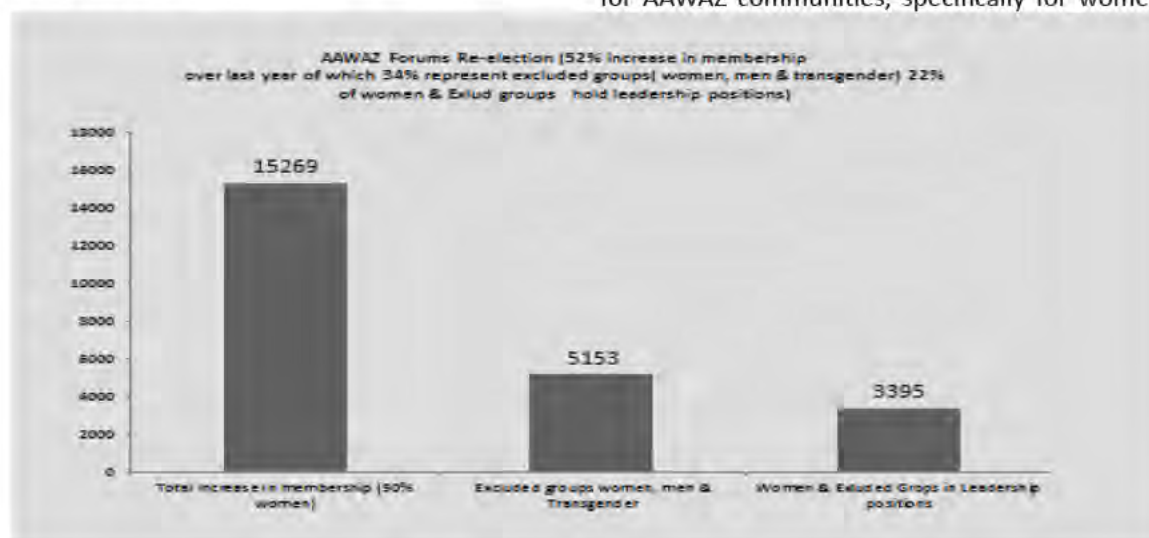
equation. The programme strives to create an empowered, mobilized and participatory-minded citizenry, and build robust and critical voice channels, by engaging civil society and other non-traditional actors. As part of the consortium, SPO is responsible for implementing the programme in eight districts 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 grounds 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 in-built and legally protected spaces for civil society and ordinary citizens to step forward and hold the state accountable.

During the year, SPO being responsible for program implementation in 13 districts (8 in Punjab and 5 in KP) focused on strengthening of citizens' forums at village, UC, Tehsil and district levels by improving membership of excluded groups such as women, minorities, PWDs, transgender, the restructuring of forums and by re-elections. Social mapping and development of village profiles preceded the restructuring exercise of AAWAZ forums at all levels from villages to districts.

The second part of increasing the effectiveness of AAWAZ forums was the important exercise of training of forum members. Titled as Aagan se Aiwan Tuk (from Home to Parliament), the training provided knowledge about democratic values and diversity, tolerance, harmful customary practices, violence against women and the Right to Information. Through Aagan se Aiwan Tuk training, over 10000 AAWAZ forum members including women, men and transgenders were sensitized through separate sessions in 13 districts of SPO.

In addition to the AAWAZ forums, AAWAZ Aagahi Centers (AACs) established at each Union Council remained centres of attention and activities during the year. AACs serve as a common space for AAWAZ communities, specifically for women



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

and excluded groups, where they could seek information, discuss issues, suggest solutions and hold meetings /events / gatherings.

Output wise details of achievements are described hereunder.

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 the constitutional guarantee of dignity, freedom and equality for all citizens and with regards to 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. The AAWAZ programme strives to address the structural (cultural and ideological) and personal barriers facing excluded groups particularly women, to ensure their increased safe participation in public spaces.

AAWAZ activities inspired enabling environment for increased participation of women in public and political arenas by opening up spaces for their voices and choices. Through their structuring exercise of AAWAZ forums, women have started to be elevated to leadership roles. Compared to previous year when women were mostly mere members, now 60 % women in AAWAZ forums hold decision-making positions. Women as Resource Persons of AAWAZ Aagahi Centers have increased from 7% to 60%. This change has created safe spaces for other women in AAWAZ areas to visit without any fear. As a result of increased number of women Resource Persons, relocation of centers and capacity building of RPs, AAWAZ Aaghi centers have been visited by women to seek information and referral assistance regarding BISP, CNICs, (NADRA), voter registration, Bait-ul-Mal, etc. In all 13 districts, women were assisted to get CNICs. This enabled them to take part in the electoral process and to avail government services and support such as BISP. In a village by the name of Chitta in district Khushab 100% adults, mostly women were facilitated to secure CNICs as result of the AAWAZ campaign for civic registration. As a

rest of the drive for CNICs and voter registration, improved voter turnout has been observed. In Chodwan UC of Dera Ismail Khan, women were able to cast vote for the first time in 25 years.

Other than AAWAZ activities, but in response to the intervention and its aligned activities, women members of forums have been invited to, and included in government Masalihati and peace committees in districts such as D I Khan and Khanewal. In the recent Local Government elections in KP, women were motivated to contest elections and file nomination papers. Some of these women were elected as local council members.

13 women assemblies were held at district level to promote women's rights. Women and other excluded groups came together at these events to discuss and consolidate demands on women's rights in the form of women's charter of demands which were presented to legislatures, political parties and government functionaries participating in the event. The objective of these events was to help raise women's voices and make them heard at policy formation and implementation level.

Similarly, 13 youth conventions were held at district level to end violence against women and girls. These events secured pledges of advocating women's right of freedom from violence at personal and societal levels. The warm response received at youth conventions in far-flung and conservative districts such as Buner and Lakki Marwat was significant where such as events as discussing, customary practices, VAW, women rights and women's participation in social and political discourse were conducted for the first time in history.

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

Pakistan is a culturally, racially, linguistically and religiously heterogeneous country. Issues of peace, insecurity, intolerance and violence especially against women and minorities have in

the past 3 decades unfortunately become perilous challenges for Pakistani state and society. From the AAWAZ perception survey (2014), 40 % of the villages in AAWAZ districts report inter-faith/sectarian conflicts or tensions. 84% of villages/settlements in Punjab and 76 % in KP were reported to have been the scene of inter-faith/sectarian violence in the recent past³. Domestic violence is, arguably, the most widespread form of conflict: it is estimated that 85 percent of women suffer domestic violence of varying intensity in Pakistan. Incidents of violence against women (including domestic violence) are reported to have occurred in 80 percent of AAWAZ villages overall.

Mostly people are reluctant to interact with different religious groups and sects this causes mutual misperceptions and hostility to grow. Women, religious minorities, people with disabilities, elderly and children bear the brunt of conflicts; yet they remain voiceless and excluded. Large sections of youth, the largest demographic group in Pakistani society, being unengaged in productive and creative activities remains prone to alienation and become instrument of violence.

Guided by the AAWAZ Theory of Change, programme implementers slightly shifted the Output-2 strategy from conflict resolution to conflict pre-emption focusing on three sets of conflicts i.e. identity based on religion, sectarianism and gender. This has a direct link with the politics of identity and its manifested violence. An important assertion is that conflicts are inescapable but that AAWAZ can contribute through intervention in pre-empting violence in conflicts by making the alternate discourse more relevant through enhanced capabilities and by supporting the process of transformation at individual and community levels. For instance, given that all religions and sects have differences; AAWAZ aims not to reduce those differences but to reduce intolerance towards those differences. Also, it acknowledges that not all conflicts are bad because social change is a result of diverse views and ideas. Rejecting stereotypes, valuing diversity and tolerance, responsible citizenship, equality and interfaith dialogue underpin the AAWAZ

modified approach giving a new lens to view and manage conflicts in Pakistan. Also, considering the fact that every intervention takes place in a complex societal, political, economic and cultural setting, a conflict-sensitive programming approach has been adopted which demands persistent and scrupulous risk-analysis and assessment of interaction between context and programme intervention to avoid further escalation of tensions or divisions in society or groups.

AAWAZ emphasizes the participation of women and excluded groups by strengthening their voices to contribute towards preventing potential conflicts. AAWAZ forums formed and strengthened at different tiers of governance with representation from different groups are a source conflict prevention intervention. These forums bridge the gap between state and citizen, powerful and powerless, duty-bearer and right-holder by improved interaction and dialogue.

Massive mobilization and sensitization of AAWAZ communities to promote human rights and compassion for humanity, values of love, mutual respect and active citizenship continued during the year through various initiatives. In 13 AAWAZ districts SPO mobilized more than 10,000 people to participate in peace and cultural events organized at village, UC and district levels including speech competitions, mushairas (poetry events) and celebration of religious dates. The events marked recognition of multiple identities and respect for religious, sectarian, ethnic, cultural and gender diversity.

During the year, inter-religious and sectarian dialogues through seminars were organized across districts. Participants assembled to discuss the sources of tension and conflict in their areas and to promote motivation for violence free communities and to break down barriers to pluralism by strengthening relationships. Commitments to build social cohesion and peace agreements were signed by religious and sectarian leaders. Proactive efforts by AAWAZ Forums have positively contributed to the protection of women and socially excluded groups from discrimination, harmful cultural practices & violence

Along with other consortium partners of the AAWAZ programme, SPO also launched Anti-hate Speech Campaign in its 13 implementation districts to enhance awareness among partner communities regarding the anti-hate speech laws and raise demands for its enforcement. An 'Art for Peace' intervention was initiated in 15 schools of each district whereby students painted schools walls with images depicting the ideals of tolerance, peace and harmony in Pakistan. Anti-hate speech posters and video animation were widely disseminated on cable TV networks. Cumulatively, using extensive communication and media support, the campaign reached over 1.3 million people in 45 districts of KP and Punjab. As a result, more than 65,000 people signed a petition to promote peace.

Moreover, in all events, the AAWAZ district teams engaged youth members in academic institutions to increase awareness and sensitization about non-violent communication. As a result, male youth members made pledges not to revert to aggressive and violent attitudes and actions in relation to women and girls at home, in institutions, public places and in social media.

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

Output-3 of the AAWAZ programme is premised on principles of the social contract, social justice and social accountability of government office-holders to citizens as enshrined in the Constitutions, and the broader set of human rights. Social accountability refers to the broad range of actions and mechanisms that citizens can use to hold the state to account as well as actions on the part of government, civil society, media and other actors that promote or facilitate these efforts. The improved Output-3 strategy of the programme aims at enabling citizens, particularly excluded groups, to identify and prioritize their demands, access information, interact and influence governance mechanisms for effective provision of social services especially health and education through advocacy initiatives. However, mapping and identification as well as widespread

insensitivity, bias towards and ignorance of the needs and priorities of socially excluded groups have been key challenges to ensure the frontal role of excluded groups. Since excluded groups and women are the major focus of the programme, an emphasis for the AAWAZ Output-3 strategy is to bring forward representatives of excluded groups to lead advocacy on issues of social service delivery that unevenly affect these groups. The previous approach of hand-holding by field teams and local influentials is diminishing to enhance direct interaction of excluded groups with line agencies for long-term solution of social service delivery issues. To better understand how to collectively voice their needs and to hold public officials accountable, awareness sessions on pro-active citizenship, right to information (RTI) and Right to Services (RTS in KP district) and on advocacy were held with socially excluded groups in all 13 AAWAZ districts of SPO. The sessions were attended by women and other socially excluded group members in AAWAZ communities.

By far, 'Khuli Kacheries' have proved to be the most successful modes for citizens to raise issues and demand solutions. During the year, over 130 'Khuli Kacheries' were held by AAWAZ forums at UC level where women and other excluded group members participated. Here and there, local women are taking a frontal role to hold government functionaries accountable by asserting citizens' claims for improved access to social services. Other formal and informal mechanisms of engagement with government office-holders include visits and meetings of AAWAZ forum members to government line departments. As a result of formal and informal engagements, demands were raised; a number of demands were met by government departments related to education, health and other issues.

To engage in meaningful dialogue with line departments visual evidence of health education and other social service delivery issues were produced and presented to government functionaries and legislators. The videos were also run on the local cable networks and national TV channels to raise public awareness. Moreover, through formal sessions, media representatives

were sensitized to highlight social service delivery issues in print and electronic media.

Based on needs assessment and toolkits, SPO organized Training of Trainers (TOT) for 45 Resource Persons of AAWAZ Aagahi Centers from all 45 districts of AAWAZ program on Standard Operating Procedures for running Aagahi centers. The Master trainers then cascaded the training to 450 Resource Persons of all Aagahi Centers in AAWAZ districts. In 13 SPO districts alone, one hundred (130) Resource Persons were trained on improved skills of referral mechanisms to social services, report-writing, record-keeping, organizing community meetings, and identification of community problems, of listening and about negotiation. The Aagahi Centers are making referral material available to women and excluded group members to improve their access to relevant government departments and service delivery mechanisms. The centres also remained the main hub of the Local Government campaign as IEC material on LG structures, election procedures and mock sessions for vote-casting.

To strengthen district level advocacy by AAWAZ Forums for social services in education and health, SPO has led the process of developing four District Human Development Reports based on primary and secondary research in four AAWAZ programme districts. These research-based reports will help AAWAZ District Forums (ADFs),

civil society and district governments define development priorities and resource allocation for district development planning. The reports are also helpful in comparing state of human development of particular districts within the Province.

SPO also led the AAWAZ Local Government campaign for Constitutional protection of the Local Government system. Besides demanding increased representation for women and excluded groups, the Charter of Demand (CoD) for the LG campaign invokes holding and Local Government elections promptly in KPK and Punjab and seeks Constitutional protection of Local Governments through recognition of LG as the primary tier of governance, and of empowerment of LG through clearly defined functions, mandating a time-frame for holding elections by an autonomous and independent election commission.

In addition to regional, provincial and national conferences, legal expert consultation and lobbying meetings at Provincial and national levels are scheduled to held. Over 300,000 citizens in KP and Punjab are set to raise demands for LG by signing on paper and on-line public petitions based on CoD through a signature campaign. Moreover, media campaign with animated messages on radio, cable TV and social media will be paired with other LG campaign activities.

Results of Key Output specific Interventions

Outputs	Interventions	Results
Output-1		
Women Assemblies	70	Charter of Demands-Issues and Reponse
Youth Conventions	11	Pledges by youth to counter VAW
15-Days Activism	118	Child Marriage Bill influenced
Output-2		
Cultural Events	99	Sensitization led spontanous response to empathize Christians in many cases
Conflicts Pre-empted	12	Protection of loss to lives of people and properties of millions of Rupees
Youth Engagement	13	Several thousand youth sensitive d to use non-violent communication
Output-3		
Development Plans	1300	Social Services issues identified
Visual Evidences	117	Evidence used for awareness and engagement with Office Bears and Legislators
Khuli Kacheries	127	1281 issues raised and 300 Demands Met

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 per capita of about USD 1316¹. It ranks among the lowest in the world in terms of its Human Development Index. This is reflected in the high rates of maternal, neonatal and child mortality rates and the low overall state of the health of its citizens. The Government of Pakistan spends around 0.9% of GDP on health. In part, much of the use of the private sector is driven by the under-performance of existing public sector facilities. With limited facilities available in the public sector, the quality of and accessibility to health services, especially for women and girls remains largely unaddressed.

In order to seek redress to such issues in the focus districts, SPO in collaboration with Packard Foundation, is implementing a two-year 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 with 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 the government’s attention, CSGs were given three trainings on family planning and the role of the 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 orientation

sessions were conducted with about 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 a provincial level dialogue conducted at Karachi persuaded activists to organize free counseling sessions on family planning for community members with the assistance of the Population Welfare Department.

Beneficiary Details: Though the project is designed to directly benefit women, families and communities, despite being the indirect recipients, are viewed as the most important stakeholders to secure 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	5	205	346	551
Awareness Sessions	50	3600	2400	5000

1 Retrieved from <http://data.worldbank.org/indicator/NY.GDP.PCAP.CD/countries/PK?display=graph> dated

2. Youth Civic Engagement

During the reporting period, SPO in DI Khan implemented a project in partnership with IOM for civic engagement in the District. The project titled “*Youth Civic Engagement in District D I Khan*” is funded by IOM through the window of the ‘Governor’s Special Development Project’ (GSDP). The project successfully trained 100 youth activists including 40 women/girl residents of D I Khan on Human Rights, Good Governance and Conflict Resolution.

During training sessions, youth groups gained opportunities to inter-act with heads of services departments of the District Government Dera Ismail Khan and with print and electronic media personnel. Through this strategy, youth linkages with departments and media were enhanced. Trainees also attended exposure visits to Radio Pakistan where they participated in youth programmes and delivered civic youth engagement messages to counterparts. Local print media interviewed these trained individuals and published reports in local newspapers. These efforts encouraged youth groups including women/girls to take active participation in civic issues prevailing in their respective areas. During follow up work it was revealed that these trained individuals availed the Right to Information facility and wrote multiple applications to Health, Education and Municipal offices. Furthermore, the trained groups met with the Regional Director of the Federal Ombudsman in D I Khan and engaged themselves with departments to understand the grievance-redress mechanism. The trained groups conducted sharing sessions with their counter-parts in their respective Union Councils and successfully enhanced knowledge of about 300 young individuals on human rights, good governance and conflict resolution.

3. 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, 189 representatives of Local Support Organizations attended comprehensive training workshops that included, Project Cycle Management, Monitoring, Reporting and Documentation, Networking, Resource Mobilization and CBDRM. 187 community members were trained in Financial Literacy and Gender aspects. These trainings supported the communities in budgeting at the household level and even in business, and helped change attitudes towards women’s empowerment. Community members were trained in various trades through sector CRPs. 15 CPI schemes were initiated at the field level. Details are as under:

Type of Scheme	No of Scheme initiated
Link roads or farm to market roads,	5
Drinking water supply (including innovative technology)	5
Solar lights and solar pumps for DWSS	5

4. Strengthening Human Rights through National Human Rights Policy Framework

SPO is working closely with the Ministry of Law, Justice & Human Rights (MoJ & HR) and human rights activists and institutions in an effort to develop shared understanding on a National Human Rights Policy Framework (NHRF). In order to further the impact of its efforts, SPO entered into a partnership agreement whereby, with monetary aid from the National Endowment for Democracy (NED), SPO has engaged with pertinent stakeholders to bring necessary cutting-edge content into the draft NHRF before it is tabled for endorsement by the Federal Cabinet. The draft Human Rights Policy Framework was discussed and recommendations were obtained from stakeholders in all the four Provinces. The consultations held are detailed on next page:

Consultation Name	Date	Venue	No. of Participants
1 st National Consultation on Human Rights Policy Framework	24 th April 2013	Islamabad	63
1 st Provincial Consultation on Human Rights Policy Framework	16 th October 2014	Peshawar	97
2 nd Provincial Consultation on Human Rights Policy Framework	13 th November 2014	Lahore	47
3 rd Provincial Consultation on Human Rights Policy Framework	24 th December 2014	Karachi	55
4 th Provincial Consultation on Human Rights Policy Framework	7 th January 2015	Quetta	88
2 nd National Consultation on Human Rights Policy Framework	23 rd – 24 th February 2015	Islamabad	60
Total			410

As a result of this consultative process the draft policy framework has been shared with MoLJ & HR to be presented to the Federal Cabinet.

5. Establishing Data Base on the Human Rights Situation and on Human Rights Defenders in Pakistan

MoLJ & HR had also requested SPO to establish a Data Base of Human Rights Violations and Human Rights Defenders in Pakistan. In this context SPO signed a contract with Care International Pakistan. The aim of the Establishment of the Database of Human Rights violations in Pakistan is to maintain accurately the actual figures of Human Rights violations in Pakistan. This can be achieved through close coordination with the respective Ministries with all the relevant Departments, both at Federal level and Provincial levels. SPO implemented the intervention and the said database has been designed and successfully handed over to the Ministry during the reporting period.

6. Enhancement of Capacities for Transparent and Accountable Local Governance

“Enhancement of Capacities for Transparent and Accountable Local Governance” is a 12-month project, funded by CVP-USAID, launched during

the month of March-2015 with the aim to improve linkages, between and among government, political parties and non-government actors for improved accountability. This will be sought to be achieved by a) sensitizing CBOs and politicians to implement a range of accountability and anti-corruption strategies including enactment of the Right to Information & Freedom of Information Acts, b) sensitizing citizens, stakeholders and politicians to advocating the need for having rules for business and laws for RTI and FOI which holds governments accountable through better legal reforms and c) developing linkages and partnerships of civil society with politicians, Provincial Standing Committees, anti-corruption bodies and other institutions of accountability for fair, transparent and accountable local government systems.

The project is under implementation in six target districts comprising Malir (Karachi), Thatta and Badin in Sindh province and Multan, Khanewal & Muzaffargah in Punjab Province. The project comprises a wide range of activities including the Baseline Survey, Training Needs Assessment, and Capacity Building on Right to Information (RTI) / Freedom of Information (FOI), District Budget Tracking and Advocacy & Lobbying, Complaint filing, district and provincial level co-ordination meetings with relevant departments, district-level roundtables etc.

During the reporting period the baseline was conducted in all six target districts of the projects. This resulted in data being gathered about the existing capacity gaps in the target groups, and proposal for thematic areas for capacity enhancement.

7. To offer quality care to TB patients through a network of enabled private sector and parastatal hospitals, clinics and laboratories

SPO has been successful in signing of a new project for Balochistan. SPO will work as one of the Sub-Recipients (SR) of the Global Fund (GF) and will report to Mercy Corps under the Public-Private Mix (PPM) Model. The role of SPO involves working with the private health professionals (General practitioners (GPs), paramedical staff and Lab technicians of private healthcare facilities) for improving Tuberculosis (TB) case notification (all forms) and encouraging proper follow-up and treatment of the identified TB cases. The project is in the roll-out phase and its activities will be reported next year.

8. Punjab Education Sector Program

SPO has also been funded by DFID for Improved Literacy Rate in districts Bahawalpur and Bahawalnagar through Enhancing Enrolment and Retention of out-of-school children in schools. The pilot project is being implemented in two districts in Bahawalpur and Bahawalnagar in Southern Punjab to increase the enrollment of 30,000 out-of-school children. SPO has established two project offices in both districts to roll-out the project in the field. In this project, 30,000 out-of-schools children have been identified in approximately 250 villages of both districts and 4000 OSCs have been enrolled so far in districts Bahawalpur and Bahawalnagar.

Out-of-Schools children identified in both districts.

Age Group	Boys	Girls	Total	%
6-10 years of age	11,763	10,758	22,521	73.03%
11-16 years of age	4,372	3,944	8,316	26.97%
Grand Total	16,135	14,702	30,837	100%

9. Access to Clean Drinking Water & Health and Hygiene Promotions for Temporarily Dislocated Persons (TDPs) of North Waziristan

The influx of 5590 families from North Waziristan Agency (NWA) in D I Khan added to the miseries of host communities. Scarcity of resources available with Tehsil Municipal Administration, restraining the capacity of government to cater to uprising needs of children, women and other disadvantaged groups who have arrived in Dera Ismail Khan. More than 70,000 individuals living in areas surrounding D I Khan are dependent on limited humanitarian response. Beside other needs, water supply is not enough to cater to their drinking and other needs. Therefore, most families have given up maintaining their personal and household level hygiene. In this context, with the recommendation of District Govt. DIKhan, a project “Access to Clean Drinking Water & Health and Hygiene Promotions for Temporarily Dislocated Persons (TDPs) of North Waziristan” was developed in partnership with World Vision International-Pakistan (WVI-P). This Project will address the immediate needs of TDPs and Host communities. The project is in the roll-out phase and activities will be reported in the next reporting period.

10. Increased resilience of community women and men to future shocks through gender and community-based disaster risk reduction (DRR) practices and mechanisms in Mirpurkhas and Dadu, Sindh.

With the support of UN Women, SPO is implementing this project in Sindh. The project aims to increase the resilience of community women, men, boys and girls to possible future shocks by strengthening existing gender and community-based disaster risk reduction practices, and by introducing new gender-sensitive coping mechanisms to reduce overall risk exposure of farmers, sharecroppers, and landless communities in Districts Dadu and Mirpurkhas, Sindh.

11. Engaging Children, Youth and Communities for the Promotion of Social Cohesion and Resilience in Sindh

With the support of UNICEF, SPO is implementing this project in Sindh. The project is aimed at strengthening social cohesion and resilience through the promotion of education in vulnerable and conflict-prone areas of Jacobabad in Sindh province.

The project has so far established 50 Alternate Learning paths to provide quality education to out-of-school youth (age 9-17 years), establishment of 10 community schools to provide quality education to the children of age 5-8, mobilizing and engaging communities through community meetings, direct involvement of communities in better operations of ALPs, striving to functionalize closed schools, which resulted in the reopening of 5 closed schools.

Institutional Strengthening

Linkages and Networking

As part of its enduring role in harnessing networks of people and institutions working collectively to strengthen democratic voices, perceptions and practices, SPO continues to seek membership of relevant forms, 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 a void i.e. visible disconnect between state and citizens, and in order to bridge the gap, by capacitating such networks to ultimately perform the role of conduits between citizens and state. So far, SPO has created and has been partially hosting 42 CSNs and DSCs. In addition, SPO is presently hosting the Spate-Irrigation Network and the Pakistan chapter of a global campaign. SPO is an active member of the following national and provincial networks:

National Networks

1. Founding Member of Insani Huqooq Ittehad; (SPO is currently hosting the Secretariat)
2. Member, Advisory Committee and host of the secretariat of the Pakistan Human Resource Network (PHRN)
3. 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
4. Member, of National Resource Group and BoD - Pakistan Coalition for Education (PCE)
5. Member, Children's Rights Movement (CRM)
6. Member, Ending Violence Against Women and Girls Alliance
7. General Body member and active partner in project implementation: Free and Fair

Election Network

8. Member, BoD Pakistan Coalition for Free and Fair Elections (PACFREL)
9. Member, Gender Voices
10. BOD Member, - Human Resource Development Network (HRDN)
11. Member, Disaster Management Committee - National Disaster Management Authority (NDMA)
12. Member, NGO Committee for Relief and Rehabilitation of Flood affectees
13. Member, Technical Committee on Tsunami, Cyclone and Ocean-Related Hazard Management
14. Member, and host organization in Pakistan - Spate Irrigation Network
15. Member, BoD Energy Conservation Fund- Federal Ministry of Water and Power
16. Member, Pakistan National Committee - International Union for Conservation of Nature
17. Member, Advisory Council on Environment- Ministry of Science and Technology
18. Member, President of Pakistan's Committee on Disasters
19. Member, Project Advisory Committee of Rutgers Women Protection Forum (WPF)
20. Member, Project Advisory Committee: Gender and Social Vulnerability to Climate Change (project of SPDC)
21. Member, Technical Committee for Media Fellowship (project of Rozan)

22. Member, HuCaN (Human Capital Network); a forum formed by HR professionals of Islamabad
23. Member, Central Executive Committee - National Humanitarian Network (NHN)
24. Member, General Body – Pakistan Reproductive Health Network (PRHN)
25. Member, National level – Accountability Learning Watch Group (ALWG)
26. Organizational Member, Active Learning Network for Accountability and Performance (ALNAP)
27. Certified Member, Humanitarian Accountability Partnership International (HAP)
28. Member, Pakistan Disaster Risk Reduction Forum
29. Member, National Steering Committee - ONE (UN) WOMEN
30. Member, Strategic Advisory Group National Shelter cluster – UNOCHA
31. Member, UN Women Civil Society Advisory Group (UNW/CSAG)
32. Member, BoD Liberal Forum Pakistan
33. Member, Constituency Relations Group (CRG) - Supporting Transparency Accountability and Electoral Processes in Pakistan (Free and Fair Election Network)
34. Member, Steering Committee Aman Tahreek

Punjab

1. Member, Mumkin Alliance; host for the Punjab Secretariat
2. Coordinating Member, of the South Punjab NGOs Forum (Multan)
3. Member, Forum Against Child Marriages, Punjab

4. Member, Protection against Domestic Violence, Punjab

Sindh

1. Executive Member and host of the current Provincial secretariat – Joint Action Committee (Karachi, Sindh)
2. Member, Regional (Sindh) – Accountability Learning Watch Group (ALWG)
3. Member, Joint Action Committee, Hyderabad
4. Member, Advisory Council - Voice of New Generation Hyderabad, Sindh
5. Member, Sindh Disaster Response Forum
6. Member, Community Advocacy Dialogue Forum, Kech - Mercy Corps Hyderabad, Sindh
7. Member, Advisory Committee - Women Technical College, Qasimabad, Hyderabad, Sindh
8. Member, BoD Health and Nutrition Society Hyderabad, Sindh

Khyber Pakhtunkhwa

1. Member, District Technical Committee (DTC)- Population Welfare Department, District D.I. Khan, Khyber Pakhtunkhwa
2. Member, District Agriculture Advisory Council - D.I. Khan, Khyber Pakhtunkhwa
3. Member, Dera Development Forum (DDF) - D.I. Khan, Khyber Pakhtunkhwa
4. Member, Pakhtunkhwa Jamhoori Taroon, Khyber Pakhtunkhwa
5. Member, Aalami Pukhto Congress, Khyber Pakhtunkhwa
6. Member, Pak-Afghan Peoples' Forum, Khyber Pakhtunkhwa
7. Member, Pakhtun Awareness Movement (PAM), Khyber Pakhtunkhwa

8. Member, Humanitarian Assistance Network, Khyber Pakhtunkhwa
9. Member, AmanTehrik Network, Peshawar

Balochistan

1. Member, General Body of All Balochistan Academy, Turbat
2. Member, Provincial Steering Committee - Strengthening Poverty Reduction Strategy and Monitoring (SPRSM), Balochistan
3. Focal Organization of Balochistan Humanitarian Response Network (BHRN)
4. Member, Human Rights Cell; Directorate of Human Rights Pakistan, Balochistan
5. Member, Balochistan Mahigeer Network, Turbat

SPO-UK

SPO-UK is a sister organization of SPO (Strengthening Participatory Organization) Pakistan. It 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.

The organization aims to work 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 in UK.

During the period July 2014 to June 2015, four Meetings of the Board of Directors of SPO-UK took place. Major areas of deliberations were fund-raising initiatives and possible future collaborations. The “Mechanism for Right to Vote for Pakistanis Abroad” was selected as a pertinent theme regarding which the SPO-UK took an initiative. A meeting to provide feedback to the Election Commissioner was held in the first week of January, 2015. Later on a consultation on the aforesaid theme was convened on 29th January 2015 in London. This consultation was comprehensively documented and publicised, i.e. a report was developed, visual coverage was placed on the web and a press release was issued. The recommendations of this consultation and the regional best practices were then shared with the Election Commission of Pakistan.

This year’s campaign was on the “Right to vote for overseas Pakistanis”. One event in this regard was convened while further activities on this remained pending owing to elections in Britain. SPO-UK plans to hold other events with the Pakistani community resident in Birmingham and Manchester. SPO-UK continues to make robust efforts to identify and motivate UK based individuals to take prime responsibility on a volunteer basis to build SPO-UK.

Social Development Enterprise

Social Development Enterprise (SDE), as an extended and income generating sister organization of SPO, completed its first full-scale year of programme operations. After its successful piloting from Hyderabad in the previous year, it expanded programme operations early this reporting year to Multan and later to Quetta stations, to obtain national outreach, and to emerge as a truly national organization.

Strengthening the existing arrangements, SDE offered employment to all staffers of SPO's Training Units in Hyderabad, Multan and Quetta stations, with slight adjustments in their employments. The assets of Training Units were also accordingly transferred in the name of SDE. Throughout this processing, all procedural, technical and legal matters were smoothly fulfilled with the assistance of National Centre, as SPO is fulfilling the commitment to institutionalize. SPO provided trained staff, tested equipment and acknowledged space to SDE, as it geared up its working from incubation to full-scale operations.

Reregistered as a subsidiary of SPO, SDE grew steadily in its operations throughout this year. It is also evolving as an independent entity. It approached several selected organizations and clients to earn more revenues, other than from SPO and its community level partners. SDE however, faces a big challenge to create its own space in the local and open market, which is saturated, as some other very competitive social business service providers are in the run at respective levels.

Three major Training opportunities were designed, marketed, sold and availed by SDE during this year by offering as its own products, which became the major source of revenue. Value-Based Governance, Alternate Energy and Community Insurance were the main themes, which were not previously offered in the sector. SDE took the lead, developed Manuals, and offered Training on its website, looking at the project portfolio of

Pakistan Poverty Alleviation (PPAF) in the coastal belt of Sindh to obtain project partners.

The major partners, National Rural Support Programme (NRSP), Aga Khan Building and Planning Services (AKBPS), including Strengthening Participatory Organization (SPO) out-sourced three trainings courses to SDE, a batch of 25 persons for each session of each client organization was trained on standardized lines. This earned high appreciation by participants, observers and donors, as SDE left its own mark for the first time in the region of the coastal belt of Sindh.

As SDE spread its operational wings, it explored more options and areas to work in. For this, SDE needs to add and amend its objectives and related by-laws. Adding healthcare and other social sector services, in consultation with its Legal Advisor, and as approved by the BoD, the desired processing and approval were completed, as per SECP's existing rules and regulations.

This aspect provided SDE another strategic dimension to work in the areas ranging from healthcare to skills development to the empowerment of groups and communities, by creating, and sustaining social enterprise clients, prioritizing social value dimension in this sphere.

During the reporting period, July 1, 2014 to June 30, 2015, SDE successfully completed an initial target of earning revenue of Rs. 1 million. After paying off all pending liabilities, its financial profile shows a modest surplus. To achieve this target the entire team of SDE deserves appreciation. The management of SPO also deserves appreciation, as it has been a guiding force in this initial phase of programme operations. SDE has doubled its revenue target for the next year, 2015 -16, from areas across the country.

Besides positively gearing up key programme operations, some other supporting functions of SDE were also improvised and strengthened. SDE's website was updated weekly, and if needed in certain cases it was updated daily, to place all announcements on the web, giving universal access to all interested visitors. It saved expenditures on advertisements, as most participants, clients, organizations and donors primarily reply and refer to this mode of communication for quickest possible exchanges.

For collecting, storing and analyzing the data, new software, which is already being availed by SPO. It helped to standardize and universalize work at the National and Regional Centres. This also helps to attract potential social clients and parties, who wish to be stringent and robust in terms of collecting and using the data as tool to monitor and analyze content and information.

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. The MIS application has not only brought efficiency, reduced costs, improved quality but also enabled introduction of a significantly reduced paper environment across nine countrywide offices of SPO. Over the past five years, another important use of this application has been the 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.

Human Resource Development

The Human Resource Development (HRD) plan at SPO provides a framework for the development of its human capital and identification of skill requirements. The GB, BoD and senior management staunchly believe that without investing in human resources, success cannot be achieved at any level. Based on that belief, SPO's management provides equal learning opportunities to staff members through various national and international training courses.

During the reporting year, SPO facilitated a total of 19 staff members in enhancing their capacity related to their respective fields. This included 6 national and 13 international trainings. Additionally, in line with its philosophy, 5 study grants were extended to SPO staff members to enhance their professional qualifications and SPO also facilitated 16 staff members in English-language courses.

Based on its belief in effective control and compliance, the HR section at SPO introduced several new initiatives to provide more structure to its departmental operations. The introduction of a Consolidated Payroll, prepared centrally by the HR Unit was a welcome addition and provided much needed control; as well as the integration of vital information for easy utilization. The system is in place now and helps in generation of a consolidated SPO payroll allowing real-time collaboration opportunity for Finance and HR staff during preparation of the monthly payroll.

The Human Resource Department at SPO is housed centrally at the National Centre. To ensure streamlined progression of recruiting and other HR activities, a virtual-application SPO-HRMIS had been envisioned and commissioned in 2009. All Human Resource related data including Personal and Employment Records of all staff members, issuance of employment contracts, personnel actions and staff benefits' handling, payroll maintenance, and performance evaluation of all

employees are managed through this application. During the current year, several modules were developed further and made operational to complement the already existing components and to facilitate staff members.

The new HRIS Leave module allows the submission of leave applications from a staff member to the supervisor; and subsequent approval or refusal almost instantaneously through the on-line system and to provide timely notification to the HR Department. Similarly, the Separation module has also been primed to allow staff to initiate their final settlement process on-line. The HR Department has installed a new automated time & attendance system for all its offices. The system records attendance data through biometric entry. Attendance data can be retrieved instantly and stored at the dedicated server housed in the National Centre; logging into the on-line web-based system allows HR staff and regional focal persons to generate pre-defined and custom attendance reports at will.



Building a better
working world

STRENGTHENING PARTICIPATORY ORGANIZATION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE, 2015

Ernst & Young Ford Rhodes Sidat Hyder
Chartered Accountants
Eagle Plaza 75-West, Fazlul-Haq Road
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AUDITORS' REPORT TO THE MEMBERS

We have audited the annexed balance sheet of **Strengthening Participatory Organization** (the Company) as at **30 June, 2015** and the related income and expenditure account, statement of cash flows and statement of changes in unrestricted funds together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

It is the responsibility of the Company's management to establish and maintain a system of internal control, and prepare and present the above said statements in conformity with the approved accounting standards and the requirements of the Companies Ordinance, 1984. Our responsibility is to express an opinion on these statements based on our audit.

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit, provides a reasonable basis for our opinion and, after due verification, we report that:

- (a) in our opinion, proper books of account have been kept by the Company as required by the Companies Ordinance, 1984;
- (b) in our opinion:
 - (i) the balance sheet and income and expenditure account together with the notes thereon have been drawn up in conformity with the Companies Ordinance, 1984, and are in agreement with the books of account and are further in accordance with accounting policies consistently applied;
 - (ii) the expenditure incurred during the year was for the purpose of the Company's business; and
 - (iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;

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- (c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account, statement of cash flows and statement of changes in unrestricted funds together with the notes forming part thereof conform with the approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at **30 June, 2015** and of the surplus, its cash flows and changes in unrestricted funds for the year then ended; and
- (d) in our opinion, no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

Ernst + Young Food Products Private Limited
Chartered Accountants
Audit Engagement Partner's Name: Khayyam Mushir
Date: 20 September 2015
Place: Islamabad

STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)
BALANCE SHEET
AS AT 30 JUNE, 2015

	Note	2015 -----Rupees-----	2014
ASSETS			
NON-CURRENT ASSETS			
Property and equipment	5	166,185,536	164,309,934
Intangibles	6	178,177	273,640
		166,363,713	164,583,574
CURRENT ASSETS			
Grants receivable against operating activities		26,737,037	42,403,228
Advances	7	519,173	1,763,087
Deposits and short-term prepayments	8	3,568,822	3,844,526
Interest accrued		1,903,683	1,158,934
Other receivables	9	6,068,375	7,402,108
Tax refunds due from the Government	10	5,030,045	3,409,542
Short-term investments	11	129,000,000	50,000,000
Cash and bank balances	12	196,827,215	242,231,306
		369,654,350	352,212,731
TOTAL ASSETS		536,018,063	516,796,305
FUNDS AND LIABILITIES			
FUNDS			
Unrestricted funds		409,915,743	366,378,996
SURPLUS ON REVALUATION OF FIXED ASSETS	13	26,412,198	26,727,778
NON-CURRENT LIABILITIES			
Deferred grants against operating activities	14	45,060,509	53,884,854
Deferred grants against purchase of fixed assets	15	31,220,544	43,635,182
		76,281,053	97,520,036
CURRENT LIABILITIES			
Accrued and other liabilities	16	23,409,069	26,169,495
CONTINGENCIES AND COMMITMENTS	17	-	-
TOTAL FUNDS AND LIABILITIES		536,018,063	516,796,305

The annexed notes, from 1 to 33, form an integral part of these financial statements.



CHIEF EXECUTIVE

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DIRECTOR

STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 30 JUNE, 2015

	Note	2015 -----Rupees-----	2014 -----
INCOME			
Grants	18	537,903,476	753,879,595
EXPENDITURE			
Programme activities:			
Programme expenses	19	(377,915,195)	(502,956,795)
Grants to Community Based Organizations (CBOs)/others	20	(77,147,203)	(106,249,847)
		(455,062,398)	(609,206,642)
Administrative expenses	21	(64,309,905)	(73,103,824)
Other operating expenses	22	(241,784)	-
Other operating income	23	26,210,616	16,534,567
SURPLUS FOR THE YEAR		44,500,005	88,103,696
Taxation	24	(1,278,838)	19,511,375
NET SURPLUS FOR THE YEAR (transferred to unrestricted funds)		43,221,167	107,615,071

The annexed notes, from 1 to 33, form an integral part of these financial statements.

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CHIEF EXECUTIVE



DIRECTOR

STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE, 2015

	Note	2015	2014
		-----Rupees-----	
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year		44,500,005	88,103,696
Adjustment for non cash items:			
Depreciation	21	31,891,356	36,912,373
Amortization	21	183,438	244,247
Grant income		(537,903,476)	(753,879,595)
Loss/ (gain) on sale of fixed assets		80,701	(1,224,714)
Receivables written-off		-	690,734
Liabilities written back		(2,651,056)	(1,256,958)
Exchange loss/(gain)		161,083	(77,731)
Return on savings accounts		(8,538,889)	(8,417,658)
Operating deficit before working capital changes		<u>(472,276,838)</u>	<u>(638,905,606)</u>
Working capital changes:			
Decrease/ (increase) in current assets			
Advances		1,243,914	(677,946)
Deposits and short term prepayments		275,704	1,474,675
Other receivables		1,333,733	(6,119,643)
Decrease in current liabilities			
Accrued and other liabilities		(449,254)	(12,051,204)
Cash used in operations		<u>(469,872,741)</u>	<u>(656,279,724)</u>
Advance tax paid		(2,899,341)	(3,402,406)
Grants received		533,219,470	729,819,927
Amount refunded to donors		(548,902)	(6,211,209)
Net cash used in operating activities		<u>59,898,486</u>	<u>63,926,588</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure		(34,264,150)	(62,155,372)
Purchase of intangible assets		(87,975)	(244,247)
Proceeds from sale of fixed assets		416,491	7,553,517
Interest received		7,794,140	7,582,711
Net cash used in investing activities		<u>(26,141,494)</u>	<u>(47,263,391)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Net cash generated from financing activities		-	-
NET INCREASE IN CASH AND CASH EQUIVALENTS		33,756,992	16,663,197
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		292,231,306	275,490,378
Effect of exchange rate changes		(161,083)	77,731
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	25	<u>325,827,215</u>	<u>292,231,306</u>

The annexed notes, from 1 to 33, form an integral part of these financial statements.


CHIEF EXECUTIVE


DIRECTOR

STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)
STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE, 2015

	SPO Receipts	SPO Training Units	Vehicle Reserve Fund	Total
	-----Rupees-----			
Balance at 30 June, 2012	100,577,659	59,180,614	36,564,899	196,323,172
Net surplus for the year	34,477,388	12,553,314	15,094,471	62,125,173
Balance at 30 June, 2013	135,055,047	71,733,928	51,659,370	258,448,345
Net surplus for the year	88,034,402	2,460,968	17,119,701	107,615,071
Amortization of revaluation surplus	315,580	-	-	315,580
Balance at 30 June, 2014	223,405,029	74,194,896	68,779,071	366,378,996
Net surplus for the year	37,639,638	369,645	5,211,884	43,221,167
Amortization of revaluation surplus	315,580	-	-	315,580
Balance at 30 June, 2015	261,360,247	74,564,541	73,990,955	409,915,743

The annexed notes, from 1 to 33, form an integral part of these financial statements.

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CHIEF EXECUTIVE



DIRECTOR

STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE, 2015

1 THE COMPANY AND ITS OPERATIONS

Strengthening Participatory Organization (SPO/ the Company), was incorporated on 15 January, 1994 under Section 42 of the Companies Ordinance, 1984 as a company limited by guarantee, having its registered office in Islamabad. The Company's objectives primarily focus on strengthening indigenous Non- Governmental Organizations (NGOs) and Community Based Organizations (CBOs) for rural uplift, community participatory development in the social sector, and other welfare activities.

The Company receives grants from various national and multinational organizations and then disburses these grants to various CBOs and NGOs for different uplift schemes. SPO strives to address the emerging issues in the particular socio- economic and political context of Pakistan through its core programme areas of democratic governance, social justice and peace and social harmony. In addition, SPO has a component of humanitarian response that deals with disasters and emergency situations.

The registered office of the Company is situated at House # 09, Street # 32, E-11/3, MPCHS, Islamabad, with branch offices in 11 major cities of Pakistan, including Karachi, Lahore, Quetta, Peshawar, Hyderabad, and Multan, among others.

2 STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with the approved accounting standards as applicable in Pakistan. Approved accounting standards comprise of the Accounting and Financial Reporting Standards for Medium-Sized Entities (MSEs) issued by the Institute of Chartered Accountants of Pakistan (ICAP) and provisions of and directives issued under the Companies Ordinance, 1984. In case the requirements differ, the provisions or directives of the Companies Ordinance, 1984, shall prevail.

3 BASIS OF PREPARATION

The accompanying financial statements have been prepared under the 'historical cost convention', except freehold land and building which have been measured at revalued amounts.

These financial statements are the separate financial statements of the Company. The Company also prepares consolidated financial statements.

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies adopted are the same as those employed in the previous year.

4.1 Significant accounting estimates and judgments

The preparation of financial statements in conformity with approved accounting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies. Estimates and judgments are continually evaluated and are based on historic experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected.

In the process of applying the Company's accounting policies management has made the following estimate and judgment which is significant to the financial statements:

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Property and equipment

The estimates for the revalued amounts, of freehold land and buildings are based on valuations performed by external professional valuers. The Company reviews the appropriateness of the rate of depreciation, useful lives and residual values used in the calculation of depreciation. Further, where applicable, an estimate of the recoverable amount of assets is made for possible impairment on an annual basis. In making these estimates, the Company uses the technical resources available with the Company. Any change in the estimates in the future might affect the carrying amount of the respective item of property and equipment, with a corresponding effect on the related depreciation charge and impairment.

4.2 Property and equipment

Property and equipment, except freehold land and buildings, are stated at cost less accumulated depreciation and impairment, if any. Freehold land and buildings are stated at revalued amounts less accumulated depreciation and impairment losses, if any.

Depreciation is charged to income applying the straight-line method, whereby the cost of an asset is written-off over its estimated useful life. The rates of depreciation are stated in note 5 to the financial statements. Depreciation on additions is charged from the month of acquisition with no charge of depreciation in the month of deletion.

Useful lives are determined by the management based on the expected usage of assets, the expected physical wear and tear, technical and commercial obsolescence, legal and similar limits on the use of assets and other similar factors.

The assets' residual values, useful lives and methods are reviewed and adjusted, if appropriate, at each financial year end. The effect of any adjustment to residual values, useful lives and methods is recognized prospectively as a change in accounting estimate.

Surplus on revaluation of property and equipment is credited to the surplus on revaluation account. To the extent of incremental depreciation charged on the revalued assets, the related surplus on revaluation is transferred directly to unrestricted funds.

The carrying values of property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the income and expenditure account in the year the asset is derecognized, and the related surplus on the revaluation is transferred directly to unrestricted funds.

Normal repairs and maintenance costs are charged to the income and expenditure account as and when incurred.

4.3 Intangibles

These are stated at cost less accumulated amortization and impairment, if any.

Amortization is provided for by applying the straight line method. A full month's amortization is charged in the month of addition, and no amortization is charged in the month of disposal, to the income and expenditure account.

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The rate of amortization, which is disclosed in note 6, is designed to write-off the cost of intangibles over the estimated useful lives of these assets.

The carrying values of intangible assets are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable. If any such indication exists, and where the carrying values exceed the estimated recoverable amounts, the assets or cash-generating units are written down to their recoverable amounts. The recoverable amount of intangible assets is the greater of fair value less costs to sell and value-in-use.

4.4 Investments

Held-to-maturity

Investments in securities with fixed maturities, where management has both the intent and the ability to hold to maturity, are classified as held-to-maturity, and carried at amortized cost. This cost is computed as the amount initially recognized minus principal repayments, plus or minus the cumulative amortization, using the Effective Interest Rate method, of any difference between the initially recognized amount and the maturity amount. This calculation includes all fees and points paid or received between parties to the contract that are an integral part of the Effective Interest Rate, transaction costs and all other premiums and discounts. For investments carried at amortized cost, gains and losses are recognized in the income and expenditure account when the investments are derecognized or impaired, as well as through the amortization process.

4.5 Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise of the Company's balances of cash in hand, cash at banks and other short-term financial assets, which are highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value..

4.6 Funds

The Company has setup three reserves, namely the "SPO Training Unit", "Vehicle Reserve Fund" and "SPO Receipts". The nature of these funds is explained below:

4.6.1 SPO Receipts

This represents the balance of net surpluses, except those described under notes 4.6.2 and 4.6.3.

4.6.2 SPO Training Unit

This represents the net surplus generated from training related activities, including training fees charged to donors.

4.6.3 Vehicle Reserve Fund

This represents the net surplus generated from vehicle rental income charged to donors.

4.7 Provisions

A provision is recognized when, and only when, the Company has a present obligation (legal or constructive) as a result of a past event and it is probable (i.e. more likely than not) that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate.

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4.8 Staff retirement benefits - defined contribution plan

The Company operates a defined contribution provident fund scheme for its eligible employees. The fund is recognized and is fully funded. Contributions to the fund are made by the Company and its employees in accordance with the rules of the fund. The rate of employer and employee contributions is 10% of the gross pay of eligible employees.

4.9 Taxation

Provision for taxation is made at the current rate of tax on the Company's income, after considering tax credits/exemptions available to the Company as a charitable organization covered under section 100C to the Income Tax Ordinance, 2001.

4.10 Revenue recognition**4.10.1 Grant income**

Grants are recognized where there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

4.10.2 Grants against operating activities

Grants of a non-capital nature are recognized as deferred income at the time of their receipt. Subsequently, these are recognized in the income and expenditure account to the extent of expenditure incurred. Expenditure incurred against grants, against which grant funds have been committed but not received, is recognized in the income and expenditure account and is reflected as a receivable from donors.

4.10.3 Grants against purchase of fixed assets

Grants received for the purchase of fixed assets are initially recorded as deferred income upon receipt. Subsequently, these are recognized in the income and expenditure account, on a systematic basis over the periods necessary to match them with the carrying value of the related assets.

4.10.4 Profit on savings accounts

Profit on savings accounts is recognized using the Effective Interest Rate method.

4.11 Foreign currency translation

These financial statements are presented in Pak Rupees, which is the Company's functional and presentation currency. Foreign currency transactions, during the year, are recorded at the exchange rates approximating those ruling on the date of the transactions. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange, which approximate those prevailing on the balance sheet date. Gains and losses on translation are taken to income currently. Non-monetary items that are measured in terms of historical cost in a foreign currency, are translated using the exchange rates prevailing at the dates of the initial transactions. Non-monetary items measured at fair values in a foreign currency, are translated using the exchange rates prevailing at the dates when the fair values were determined.

4.12 Offsetting of financial assets and liabilities

Financial assets and financial liabilities are offset, and the net amount is reported in the balance sheet, if the Company has a legally enforceable right to set-off the recognized amounts, and intends either to settle these on a net basis, or to realize the assets and settle the liabilities, simultaneously.

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4.13 Impairment**4.13.1 Financial assets**

A financial asset is assessed at each balance sheet date, to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired, if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of the asset.

4.13.2 Non-financial assets

The carrying values of non-financial assets are assessed at each balance sheet date, to determine whether there is any indication of impairment. If any such indication exists, then the recoverable amount of the non-financial assets is estimated. An impairment loss is recognized as an expense in the income and expenditure account, for the amount by which the non-financial asset's carrying value exceeds its recoverable amount.

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5 PROPERTY AND EQUIPMENT

	Note	2015 -----Rupees-----	2014 -----Rupees-----
Operating Fixed Assets	5.1	165,680,536	164,309,934
Capital work-in-progress	5.2	505,000	-
		<u>166,185,536</u>	<u>164,309,934</u>

5.1 Operating fixed assets

Note	COST				Rate	ACCUMULATED DEPRECIATION			WRITTEN		
	As at 01 July, 2014	Additions	(Disposals)	As at 30 June, 2015		As at 01 July, 2014	Charge for the year	(Disposals)	As at 30 June, 2015	DOWN VALUE As at 30 June, 2015	
2015	-----Rupees-----				%	-----Rupees-----					
Freehold land		29,928,000	23,672,300	-	53,600,300	-	-	-	-	53,600,300	
Buildings on freehold land	5.1.1	79,682,640	-	-	79,682,640	5%	3,267,713	3,984,132	-	7,251,845	72,430,795
Electrical appliances and equipment		35,031,639	6,547,190	(1,518,824)	40,060,005	20%	22,331,732	6,987,711	(1,157,991)	28,161,452	11,898,553
Vehicles		70,333,319	1,812,000	-	72,145,319	20%	43,119,954	11,071,138	-	54,191,092	17,954,227
Computer equipment		40,266,192	805,220	(1,104,896)	39,966,516	33%	29,375,388	7,279,716	(1,007,189)	35,647,915	4,318,601
Furniture and fixtures		14,400,316	922,440	(552,055)	14,770,701	20%	7,237,385	2,568,659	(513,403)	9,292,641	5,478,060
		<u>269,642,106</u>	<u>33,759,150</u>	<u>(3,175,775)</u>	<u>300,225,481</u>		<u>105,332,172</u>	<u>31,891,356</u>	<u>(2,678,583)</u>	<u>134,544,945</u>	<u>165,680,536</u>

Note	COST				Rate	ACCUMULATED DEPRECIATION			WRITTEN		
	As at 01 July, 2013	Additions	(Disposals)	As at 30 June, 2014		As at 01 July, 2013	Charge for the year	(Disposals)	As at 30 June, 2014	DOWN VALUE As at 30 June, 2014	
2014	-----Rupees-----				%	-----Rupees-----					
Freehold land		34,324,247	-	(4,396,247)	29,928,000	-	-	-	-	29,928,000	
Buildings on freehold land		22,369,150	57,313,490	-	79,682,640	5%	-	3,267,713	-	3,267,713	76,414,927
Electrical appliances and equipment		34,022,740	2,031,986	(1,023,087)	35,031,639	10%	12,592,217	10,628,680	(889,165)	22,331,732	12,699,907
Vehicles		73,037,380	-	(2,704,061)	70,333,319	20%	32,384,181	11,761,191	(1,025,418)	43,119,954	27,213,365
Computer equipment		41,012,507	922,115	(1,668,430)	40,266,192	33%	22,208,025	8,756,657	(1,589,294)	29,375,388	10,890,804
Furniture and fixtures		12,761,946	1,887,781	(249,411)	14,400,316	20%	4,942,422	2,503,519	(208,556)	7,237,385	7,162,931
		<u>217,527,970</u>	<u>62,155,372</u>	<u>(10,041,236)</u>	<u>269,642,106</u>		<u>72,126,845</u>	<u>36,917,760</u>	<u>(3,712,433)</u>	<u>105,332,172</u>	<u>164,309,934</u>

5.1.1 This includes a building in Turbat, constructed on land allotted to the Company by the Government of Balochistan, for the establishment of a training and technical assistance center, subject to the condition that the land will not be utilized for any other purpose.

5.1.2 The fair values of freehold land and buildings on freehold land, have not been reassessed, at the balance sheet date, by external professional valuers, as management considers that their carrying amount does not differ materially from that which would be determined using fair values at the balance sheet date. Had the revaluation model not been adopted, the carrying amount of land and buildings would have been Rs. 39,903,915 (2014: Rs. 16,231,615) and Rs. 59,714,981 (2014: Rs. 63,383,534), respectively.

5.1.3 Included herein are items of property and equipment, with net book values of Rs. 36,732 (2014: Rs. 65,600) donated to the Social Development Enterprise, a subsidiary company, during the year.

5.2 This represents an advance given to a vendor for construction of building on newly acquired land in Multan.

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	Note	2015 -----Rupees-----	2014
6 INTANGIBLES			
Cost			
Balance as at 01 July		1,982,351	1,738,104
Additions during the year		87,975	244,247
		2,070,326	1,982,351
Accumulated amortization			
Balance as at 01 July		(1,708,711)	(1,469,851)
Charge for the year		(183,438)	(238,860)
		(1,892,149)	(1,708,711)
Balance at the 30 June		178,177	273,640
7 ADVANCES			
Considered good			
To employees:			
against expenses		240,568	568,275
against salary		278,605	1,194,812
		519,173	1,763,087
8 DEPOSITS AND SHORT-TERM PREPAYMENTS			
Deposits			
Security deposits		2,278,270	1,464,270
Short-term prepayments			
Rent		144,800	504,623
Insurance		642,987	937,075
PO/CSN/Networks		170,100	400,600
Others		332,665	537,958
		1,290,552	2,380,256
		3,568,822	3,844,526
9 OTHER RECEIVABLES			
Considered good			
Receivable from employees		117,825	151,424
Receivable from Partner NGO's and donors	9.1	2,655,942	2,411,985
Receivable from subsidiary company		940,238	1,495,185
Others		2,354,370	3,343,514
		6,068,375	7,402,108
Considered doubtful			
Receivable from previous landlord		1,212,759	1,212,759
		7,281,134	8,614,867
Provision against doubtful other receivables		(1,212,759)	(1,212,759)
		6,068,375	7,402,108
9.1	This represents receivables from different Partner NGOs/donors on account of expenses incurred on their behalf, and the reimbursement of additional expenditure on programme activities.		
9.2	Included herein is an amount of Rs. 1,695 thousand (2014: Rs. 1,695 thousand) receivable from an insurance company, against a vehicle stolen during the previous year.		

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		2015	2014
		-----Rupees-----	
10	TAX REFUNDS DUE FROM THE GOVERNMENT		
	Advance income tax	13,850,670	10,951,329
	Provision for taxation	(8,820,625)	(7,541,787)
		<u>5,030,045</u>	<u>3,409,542</u>
11	SHORT-TERM INVESTMENTS		
	Held-to-Maturity		
	Term Deposit Receipts (TDRs)		
	Cost	129,000,000	50,000,000
	Accrued interest at Effective Interest Rate	1,849,315	1,072,329
		<u>130,849,315</u>	<u>51,072,329</u>
	Shown as part of interest accrued	(1,849,315)	(1,072,329)
		<u>129,000,000</u>	<u>50,000,000</u>

11.1 The above TDRs, having a maturity period of three months, have been placed with the following financial institution:

			2015	2014
			-----Rupees-----	
			Note	
Name of financial institution	Rate of Markup (per annum)	Maturity date		
Silk Bank limited	10.40%	15 July, 2014	-	50,000,000
Silk Bank limited	9%	16 July, 2015	50,000,000	-
Silk Bank limited	9%	16 July, 2015	50,000,000	-
Silk Bank limited	9%	30 Sep, 2015	29,000,000	-
			<u>129,000,000</u>	<u>50,000,000</u>

12 CASH AND BANK BALANCES

In hand			351,585	169,986
At banks in:				
current accounts				
local currency			84,764,223	127,368,010
foreign currency			4,309,257	-
			89,073,480	127,368,010
savings accounts				
local currency	12.1		98,205,145	113,500,219
foreign currency	12.2		9,197,005	1,193,091
			107,402,150	114,693,310
			<u>196,827,215</u>	<u>242,231,306</u>

12.1 These carry mark-up at rates ranging between 5% to 10% (2014: 6% to 9%) per annum.

12.2 These carry mark-up at a rate of 0.3% (2014: 0.3%) per annum.

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	2015	2014
	-----Rupees-----	
13 SURPLUS ON REVALUATION OF FIXED ASSETS		
Opening balance	26,727,778	27,043,358
Depreciation on land and buildings transferred to unrestricted fund	<u>(315,580)</u>	<u>(315,580)</u>
	<u><u>26,412,198</u></u>	<u><u>26,727,778</u></u>
13.1 The fair values of the Company's land and buildings were last determined as at 30 June, 2013, by external valuers duly registered with the Pakistan Banking Association. However, no valuation have been conducted as at 30 June, 2015, as the management of the Company is of the view that there have been no significant changes in the economic indicators underlying the previous valuation, which would materially impact the current fair valuation of the land and buildings.		
	Note	
	2015	2014
	-----Rupees-----	
14 DEFERRED GRANTS AGAINST OPERATING ACTIVITIES		
Opening balance	11,481,626	22,342,644
Grant received during the year	533,219,470	729,819,927
Grant recognized in income and expenditure		
Against expenditure incurred	(442,410,638)	(614,442,830)
Against services performed	(71,960,057)	(110,762,118)
Against closed projects	(1,332,068)	(1,915,923)
	(515,702,763)	(727,120,871)
Refund to donors	(548,902)	(6,211,209)
Transferred to deferred grant against purchase of fixed assets	(9,786,075)	(2,099,142)
Balances written-off against closed projects		
- to income and expenditure account	-	21,488
- against provision for doubtful grant receivable	-	662,407
Adjustments	<u>(339,884)</u>	<u>(5,933,618)</u>
Closing balance	<u>18,323,472</u>	<u>11,481,626</u>
Break-up of closing balance		
Unspent grant	45,060,509	53,884,854
Grant receivable - gross	<u>(26,737,037)</u>	<u>(42,403,228)</u>
	14.2 <u><u>18,323,472</u></u>	<u><u>11,481,626</u></u>

14.1 Included herein is an amount of Rs. 3,151,902 (2014: Rs. 11,574,641) payable against closed projects.

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14.2 Donor wise movement in grants

	Breakup of opening balance as at 01 July, 2014			Grants recognized in income and expenditure					Refunds to donors	Transferred to deferred grants against purchase of fixed assets	Adjustments	Closing balance	Breakup of closing balance as at 30 June, 2015		
	Unspent grants	Grants receivable	Total unspent grants/ (grants receivable)	Grant received	Against expenditure incurred	Against services performed	Against closed project	Total					Unspent grants	Grants receivable - gross	Total unspent grants/ (grants receivable)
Ausaid	146,725	-	146,725	-	-	-	-	-	-	-	146,725	146,725	-	146,725	
BHC	1,397,747	-	1,397,747	90,189,596	(83,286,468)	(7,837,030)	-	(91,123,498)	-	(463,845)	-	-	-	-	
CAFOD	565,883	-	565,883	-	-	-	-	-	-	-	(90,889)	474,994	474,994	474,994	
Care International	-	-	-	879,000	(1,145,200)	-	-	(1,145,200)	-	-	-	(266,200)	-	(266,200)	
Creative Associates	-	-	-	37,316,034	(21,022,698)	(18,268,336)	-	(39,291,034)	-	-	-	(1,975,000)	-	(1,975,000)	
CVP	-	-	-	1,426,092	(2,183,037)	(360,000)	-	(2,543,037)	-	(18,800)	-	(1,135,745)	-	(1,135,745)	
DAI	24,468,153	-	24,468,153	224,704,309	(185,008,321)	(26,737,904)	-	(211,746,225)	-	(7,532,568)	-	29,893,669	29,893,669	29,893,669	
DRI	-	-	-	-	19,500	(19,500)	-	-	-	-	-	-	-	-	
ERF	970,817	-	970,817	50,000	-	-	(970,817)	(970,817)	-	-	-	50,000	50,000	50,000	
IC	1,489,625	(4,220,779)	(2,731,154)	11,517,364	(5,431,278)	(3,557,076)	-	(8,988,354)	-	-	-	(202,144)	-	(202,144)	
ICMC	18,183	-	18,183	-	-	-	-	-	-	-	(18,183)	-	-	-	
IDRF	-	(4,349,793)	(4,349,793)	-	(1,675,402)	-	-	(1,675,402)	-	-	-	(6,025,195)	-	(6,025,195)	
IHI	141,091	-	141,091	-	-	-	-	-	(141,091)	-	-	-	-	-	
IOM	-	(1,561,825)	(1,561,825)	7,997,377	(7,443,373)	(757,920)	-	(8,201,293)	-	-	-	(1,765,741)	-	(1,765,741)	
Jhpiego	-	-	-	4,267,200	(7,904,598)	(86,745)	-	(7,991,343)	-	-	-	(3,724,143)	-	(3,724,143)	
NDI	17,995	(379,926)	(361,931)	7,445,362	(8,508,722)	(34,923)	-	(8,543,645)	-	-	-	(1,460,214)	-	(1,460,214)	
NED	1,228,064	-	1,228,064	1,998,458	(4,229,729)	-	-	(4,229,729)	-	(82,900)	-	(1,086,107)	-	(1,086,107)	
OGB	317,470	-	317,470	-	-	-	(317,470)	(317,470)	-	-	-	-	-	-	
OGB- Torture	-	(295,926)	(295,926)	353,708	(57,782)	-	-	(57,782)	-	-	-	-	-	-	
Oxfam GE	-	(6,564,176)	(6,564,176)	6,564,176	-	-	-	-	-	-	-	-	-	-	
Oxfam Novib	-	-	-	8,248,351	(2,014,129)	(172,000)	-	(2,186,129)	-	(482,500)	-	5,579,722	5,579,722	5,579,722	
Oxfam Wash	171,021	-	171,021	-	-	-	-	-	-	-	(1,886)	169,135	169,135	169,135	
Packard	1,592,695	-	1,592,695	9,628,795	(8,561,465)	(2,707,837)	25,650	(11,243,652)	-	-	22,162	-	-	-	
PESP-2	-	-	-	14,327,165	(5,718,866)	(1,060,000)	-	(6,778,866)	-	(1,205,462)	-	6,342,837	6,342,837	6,342,837	
PGEB	-	(4,521,772)	(4,521,772)	12,745,255	(10,932,611)	(3,269,440)	-	(14,202,051)	-	-	-	(5,978,568)	-	(5,978,568)	
PPAF	20,561,645	(16,012,121)	4,549,524	44,265,044	(47,943,386)	(7,200)	(69,431)	(48,020,017)	-	-	(267,495)	527,056	527,056	527,056	
RAF	584,368	-	584,368	3,096,795	(3,652,943)	(28,920)	-	(3,681,863)	-	-	-	(700)	-	(700)	
Spate	213,372	-	213,372	1,535,633	(1,652,980)	(775,463)	-	(2,428,443)	-	-	-	(679,438)	-	(679,438)	
TAF	-	(1,012,561)	(1,012,561)	5,585,461	(1,005,756)	(3,962,432)	-	(4,968,188)	-	-	(1,900)	(397,188)	-	(397,188)	
TDEA	-	(379,463)	(379,463)	361,156	-	-	-	-	-	-	18,307	-	-	-	
UNDP	-	-	-	5,029,750	(4,474,363)	(260,471)	-	(4,734,834)	(294,916)	-	-	-	-	-	
UNICEF	-	(3,104,886)	(3,104,886)	21,385,139	(19,243,602)	(699,860)	-	(19,943,462)	(112,895)	-	-	(1,776,104)	-	(1,776,104)	
UN-Women	-	-	-	9,792,000	(6,558,629)	(1,357,000)	-	(7,915,629)	-	-	-	1,876,371	1,876,371	1,876,371	
World Vision	-	-	-	2,510,250	(2,774,800)	-	-	(2,774,800)	-	-	-	(264,550)	-	(264,550)	
	53,884,854	(42,403,228)	11,481,626	533,219,470	(442,410,638)	(71,960,057)	(1,332,068)	(515,702,763)	(548,902)	(9,786,075)	(339,884)	18,323,472	45,060,509	(26,737,037)	18,323,472

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STRENGTHENING PARTICIPATORY ORGANIZATION

(A Company registered under Section 42 of the Companies Ordinance, 1984)

		2015	2014
		-----Rupees-----	
15	DEFERRED GRANTS AGAINST PURCHASE OF FIXED ASSETS		
	Balance at the beginning of the year	43,635,182	68,294,764
	Additions during the year - at cost	9,786,075	2,099,142
		<u>53,421,257</u>	<u>70,393,906</u>
	Amortization during the year		
	Charge for the year	(22,052,387)	(26,607,921)
	against assets disposed-off	(148,326)	(150,803)
		<u>(22,200,713)</u>	<u>(26,758,724)</u>
		<u>31,220,544</u>	<u>43,635,182</u>
16	ACCRUED AND OTHER LIABILITIES		
	Accrued liabilities	19,137,712	23,766,884
	Other liabilities		
	Payable to suppliers	912,478	981,078
	Payable to staff	252,673	1,222,071
	Employees' provident fund payable	3,006,959	-
	Withholding tax payable	88,712	123,305
	Others	10,535	76,157
		<u>4,271,357</u>	<u>2,402,611</u>
		<u>23,409,069</u>	<u>26,169,495</u>
17	CONTINGENCIES AND COMMITMENTS		
	There are no contingencies and commitments, as at the end of the current and prior year.		
		2015	2014
		-----Rupees-----	
18	GRANTS		
	Current grants	18.1 515,702,763	727,120,871
	Amortization of deferred grant against purchase of fixed assets	15 22,200,713	26,758,724
		<u>537,903,476</u>	<u>753,879,595</u>

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18.1 Current grants	Note	2015 -----Rupees-----	2014
British High Commission (BHC)		91,123,498	252,598,724
Care International Pakistan		-	76,124
Care Int'l "Establishing Data Base of Human Rights"		1,145,200	-
Inter Cooperation-Livelihood Programme (IC)		8,988,354	18,632,170
International Catholic Migration Commission (ICMC)		-	4,509,453
Oxfam Wash		-	1,530,850
Oxfam - Girls Education		-	35,525,748
Oxfam - EFSL		-	8,400
Oxfam - We can Consultancy (Oxfam - WC)		-	18,679
Emergency Relief Fund		970,817	
Oxfam Great Britain (OGB) - Ending Torture		57,782	4,977,013
Pakistan Poverty Alleviation Fund (PPAF)		47,061,936	31,935,787
The Asia Foundation (TAF) -GEP		4,972,826	33,423,116
Oxfam GB		317,470	-
Trust for Democracy and Accountability (TDAE)		-	7,700,303
United Nations Children Fund - Engaging Youth		-	14,241,875
United Nations Children Fund - TLC		-	188,898
World Bank		-	1,553,135
SPAT Irrigation Network (SPAT)		-	168,272
Spate		2,428,443	2,514,844
International Organization for Migration (IOM)		4,301,516	2,893,421
Catholic Agency for Overseas Development (CAFOD)		-	495,322
International Organization for Migration (IOM)- GSDP		3,899,777	-
International Development and Relief Foundation (IDRF)		1,675,402	1,206,232
National Democratic Institute (NDI)		8,543,645	7,776,814
Research and Advocacy Fund (RAF)		3,681,863	23,844,748
Democracy Reporting International (DRI)		-	29,244
Development Alternatives Inc. - Department For International Development (DAI - DFID)		211,746,226	232,549,388
The David and Lucile PACKARD Foundation		11,243,652	12,218,147
Green acre Associates Limited		-	11,999,395
Promoting Girls Education in Balochistan (PGEb)		14,202,051	15,302,130
Abt Associates - Tacmil Project		-	113,345
SPO Special Grant		-	903,975
Unicef Engaging Youth for SCR in Sindh		19,943,462	-
Insani Haqooq Itehad		-	89,850
The British Council		-	977,500
Creative Associates- KYI		9,618,594	-
National Endowment for Democracy		4,229,729	63,811
Creative Associates		29,672,440	7,054,158
UN-Women		7,915,629	-
UNDP-Civic & voter education		4,734,834	-
Jhpiego - Improving Maternal and Child Health Services		7,991,343	-
PPAF LEP Jan to June 2015		953,442	-
Community Mobilization for increasing enrolment in schools of districts Bahawalpur and Bahawalnagar		6,778,866	-
World Vision- Access to clean water		2,774,800	-
Oxfam Novib - Citizens First		2,186,129	-
CVP - Enhancing Capacities for Transparent and Accountable Local Governance		2,543,037	-
		<u>515,702,763</u>	<u>727,120,871</u>

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STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)

	Note	2015	2014
		-----Rupees-----	
19	PROGRAMME EXPENSES		
	Salaries and benefits	207,074,777	232,896,183
	Traveling and conveyance	30,351,131	54,769,670
	Vehicle running and maintenance	23,684,920	34,333,915
	Office rent	10,071,186	11,015,249
	Office supplies	7,266,607	8,749,794
	Resource materials and publications	8,221,454	16,745,937
	Training and development	77,576,172	121,042,724
	Monitoring, evaluation and reporting	9,861,060	17,006,132
	Maintenance and renovation	3,759,088	6,361,866
	Program planning and review	48,800	35,325
		<u>377,915,195</u>	<u>502,956,795</u>

19.1 Staff retirement benefits included in salaries and benefits amount to Rs. 12,757,894 (2014: Rs. 14,109,376).

	Note	2015	2014
		-----Rupees-----	
20	GRANTS TO COMMUNITY BASED ORGANIZATIONS (CBOs) / OTHERS		
	Social sector funding	12,233,639	14,045,510
	Material supplies	4,216,972	33,793,422
	Cash grants	-	180,000
	Grant/support to partner organizations	18,635,317	11,758,089
	Grant/support to mid level NGOs	-	878,588
	Grant to enhance capacity of political workers	257,000	961,000
	Grant/support to government department	1,320,000	-
	Network secretarial support	1,540,000	2,044,396
	Civil society network (CSN) expenses	2,778,300	17,884,282
	Food items and commodities	65,545	1,057,880
	Direct expenses	2,169,341	2,814,045
	Support to Community Forums and CPOs	33,894,357	20,747,035
	IHI event support	-	20,000
	Donation in kind to Social Development Enterprise	36,732	65,600
		<u>77,147,203</u>	<u>106,249,847</u>

20.1 This represents grants to CBOs in respect of agriculture, livestock, basic education, primary health care, environment, governance, human rights and other welfare and social activities, in accordance with the policies of the Company.

20.2 This represents a donation to the Social Development Enterprise, a related party, in the form of used items of property and equipment and is stated at their fair values.

E-PADAH

STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)

21	ADMINISTRATIVE EXPENSES	Note	2015 -----Rupees-----	2014
	Telephone and postage		4,570,144	5,784,410
	Utilities		5,384,012	5,139,568
	Maintenance and renovation		6,372,034	2,247,786
	Office security		7,702,038	6,876,740
	Legal and professional charges		970,535	1,201,405
	Depreciation	5.1	31,891,356	36,912,373
	Amortization	6	183,438	244,247
	Auditors' remuneration	21.1	725,000	747,500
	Receivables written off		-	690,734
	Training expenses		5,195,628	10,933,715
	Cash contribution to SDE		-	600,000
	Miscellaneous expenses		1,315,720	1,725,346
			<u>64,309,905</u>	<u>73,103,824</u>
			2015	2014
			-----Rupees-----	
21.1	Auditors' remuneration			
	Ernst & Young Ford Rhodes Sidat Hyder			
	Audit fee of statutory financial statements		484,000	440,000
	Audit fee of statutory consolidated financial statements		60,000	55,000
	Audit fee of other projects		-	80,000
	Out of pocket expenses		181,000	172,500
			<u>725,000</u>	<u>747,500</u>
22	OTHER OPERATING EXPENSES			
	Loss on sale of fixed assets		80,701	-
	Exchange loss - net		161,083	-
			<u>241,784</u>	<u>-</u>
23	OTHER OPERATING INCOME			
	Income from financial assets			
	Return on savings accounts		8,538,889	8,417,658
	Return on investments in TDRs		10,699,320	1,072,329
			19,238,209	9,489,987
	Income from non-financial assets			
	Gain on sale of fixed assets		-	1,224,714
	Exchange gain - net		-	77,731
	Miscellaneous income		2,324,716	303,947
			2,324,716	1,606,392
	Others			
	Liabilities written back		2,651,056	1,256,958
	Income from training units		1,996,635	4,181,230
			<u>26,210,616</u>	<u>16,534,567</u>

EU/PH/ST

		2015	2014
		-----Rupees-----	
24	TAXATION		
	Current	1,278,838	1,394,149
	Prior	-	(20,905,524)
		<u>1,278,838</u>	<u>(19,511,375)</u>
24.1	This represents the provision for taxation against taxable income arising from activities outside the ambit of the tax credit provided under section 100C to the Income Tax Ordinance, 2001, as applicable to charitable organizations.		
25	CASH AND CASH EQUIVALENTS		
	Short-term investments	11 129,000,000	50,000,000
	Cash and bank balances	12 196,827,215	242,231,306
		<u>325,827,215</u>	<u>292,231,306</u>

26 FINANCIAL INSTRUMENTS AND RELATED DISCLOSURES

Financial risk management

The Company has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk
- market risk.

The Board of Directors of the Company has the overall responsibility for the establishment and oversight of the Company's risk management framework.

The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to the limits. Risk management policies and systems are reviewed regularly to reflect the changes in conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Board of Directors reviews and agrees policies for managing each of the above risks which are summarized below:

26.1 Concentration of credit risk

Credit risk is the risk of financial loss to the Company if a counterparty to a financial instrument fails to meet its contractual obligations. The Company is exposed to credit risk from its operating activities.

The Company's credit risk is primarily attributable to its grant receivable against operating activities, deposits, advances to employees, other receivable and, investment and balances with banks. The credit risk on balances with banks is very minimal. The Company attempts to control credit risk by keeping track of its expenditure in respect of various projects and obtaining advance funding for project activity from the donor. The Company is not materially exposed to credit risk.

The Company establishes an allowance for impairment that represents its estimates of incurred losses in respect of grants and other receivables.

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26.2 Exposure to credit risk

The carrying amount of financial assets represents the maximum credit risk exposure. The maximum exposure to credit risks at the reporting date was:

	Note	2015 -----Rupees-----	2014
Grants receivable against operating activities	14	26,737,037	42,403,228
Advances - to employees against salary	7	278,605	1,194,812
Deposits	8	2,278,270	1,464,270
Interest accrued		1,903,683	1,158,934
Other receivables	9	7,281,134	8,614,867
Short-term investments	11	129,000,000	50,000,000
Bank balances	12	196,475,630	242,061,320
		<u>363,954,359</u>	<u>346,897,431</u>

26.3 Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations, as they fall due. The Company's approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company ensures that it has sufficient cash on demand to meet expected cash outflows during its operating cycle. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity dates. The amounts disclosed in the table are the contractual undiscounted cash flows.

	2015 -----Rupees-----	2014
Accrued and other liabilities		
Within one year	20,313,398	26,046,190
Between one and five years	-	-
	<u>20,313,398</u>	<u>26,046,190</u>

26.4 Market Risk

Market risk, is the risk that results from changes in market prices, such as foreign exchange rates and interest rates. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return.

a) Interest rate risk

The Company's interest bearing instruments consists of investments in TDRs and balances in savings accounts, amounting to Rs. 129,000,000 (2014: Rs. 50,000,000) and Rs. 107,402,150 (2014: Rs. 114,693,310). Applicable interest rates for (i) the investment in TDRs is 9% (2014: 10.4%) and (ii) balances in saving accounts range from 0.3% to 10% (2014: 0.3% to 9%) per annum. However these carry fixed interest rates and, therefore, are not exposed to interest rate risk.

EY/ADH

b) Currency risk

The Company's financial assets amounting to Rs. 13,506,262 (2014: Rs. 1,193,091) are exposed to foreign exchange rate risk. Foreign currency risk arises due to financial assets denominated in foreign currencies in the financial statements.

Foreign currency sensitivity

Management runs a sensitivity analysis (what-if analysis) in case the EURO and USD currencies appreciate versus the functional currency by 10%.

A 10% depreciation of the EURO and USD, versus the functional currency, would have reduced the surplus for the year by Rs. 1,350,626 (2014: Rs. 119,309) and vice versa.

The following significant exchange rates applied during the year:

	<u>Average rate during the year</u>	<u>Spot rate on balance sheet date</u>
<u>2015</u>		
USD	100.13	101.50
Euro	124.20	113.79
<u>2014</u>		
USD	99.56	98.75
Euro	132.07	134.60

c) Determination of fair values

The carrying values of financial instruments approximates their fair values. The fair values of these financial instruments are determined as the present value of future cash flows, discounted at market rates of interest at the reporting date. The fair value of financial assets is determined for disclosure purposes only.

26.5 Fair value of financial assets and liabilities

The carrying values of financial assets and liabilities approximate their fair values.

27 Capital risk management

The Company's objective when managing capital is to safeguard the Company's ability to continue as a going concern so it can achieve its primary objective, provide benefits for other stakeholders and to maintain a strong capital base to support the sustained development of its business in line with the objects of the Company.

The Company monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. Net debt is calculated as total loans and borrowings less unrestricted cash and bank. Capital signifies unrestricted funds as shown in the balance sheet plus net debt.

The gearing ratio of the Company as at year end is Nil (2014: Nil).

28 NUMBER OF EMPLOYEES AT 30 JUNE

2015	2014
-----Number-----	
<u>262</u>	<u>216</u>

EXAM

29 RELATED PARTY DISCLOSURES

The related parties, of the Company, comprise of a subsidiary, associates due to common directorship and key management personnel, (comprising of the Chief Executive Officer and directors) and the Company's employees' provident fund. The remuneration of the Chief Executive Officer has been disclosed in note 30 to the financial statements. Other related party transactions, not disclosed elsewhere, are as follows:

	2015	2014
	-----Rupees-----	
TRANSACTIONS WITH SUBSIDIARY		
Expenditure incurred on behalf of the subsidiary	5,690,173	2,570,995
Services acquired from the subsidiary	3,117,988	1,176,310
Start-up contribution made	-	600,000
Donations in kind	36,732	65,600

TRANSACTIONS WITH EMPLOYEES' PROVIDENT FUND

Contribution paid to employees' provident fund	33,817,562	31,185,666
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30 REMUNERATION OF CHIEF EXECUTIVE OFFICER, EXECUTIVES AND DIRECTORS

	Chief Executive Officer		Executives	
	2015	2014	2015	2014
	-----Rupees-----		-----Rupees-----	
Managerial remuneration	5,198,400	5,108,411	108,790,587	104,434,073
Special allowance	180,000	180,000	10,243,653	7,914,501
Bonus	448,200	247,560	4,940,083	3,901,908
Provident fund and others	519,840	510,841	10,748,118	9,535,521
	<u>6,346,440</u>	<u>6,046,812</u>	<u>134,722,441</u>	<u>125,786,003</u>
Number of persons	<u>1</u>	<u>1</u>	<u>126</u>	<u>108</u>

31 PROVIDENT FUND TRUST

	2015	2014
Size of the trust (Rupees)	<u>61,273,793</u>	<u>65,865,455</u>
Cost of investments made (Rupees)	<u>57,689,396</u>	<u>61,767,677</u>
Fair values of investments made (Rupees)	<u>58,285,013</u>	<u>62,544,410</u>
Percentage of investments made (%)	<u>95.12%</u>	<u>94.96%</u>

ERADDA

STRENGTHENING PARTICIPATORY ORGANIZATION
(A Company registered under Section 42 of the Companies Ordinance, 1984)

	2015 %	2014 %	2015 -----Rupees-----	2014
Breakup of investments				
With a scheduled bank				
In savings accounts	13.04%	10.73%	7,989,396	7,067,677
Term Deposit Certificates	82.08%	84.23%	50,295,616	55,476,733
	<u>95.12%</u>	<u>94.96%</u>	<u>58,285,013</u>	<u>62,544,410</u>

Investments out of the Provident Fund have been made in accordance with the provisions of section 227 of the Companies Ordinance, 1984 and the rules formulated for that purpose. These current year figures are unaudited.

32 DATE OF AUTHORIZATION

These financial statements were authorized for issue on 20 SEP 2015 by the Board of Directors of the Company.

33 GENERAL

Figures have been rounded off to the nearest Rupee.

ERGA



CHIEF EXECUTIVE



DIRECTOR

Strengthening Participatory Organization (SPO)

SPO is a leading national rights based civil society organization with its Citizens Voice and Accountability (CVA) initiatives being implemented in over 75 districts of the country. SPO's focus mainly being on state and citizens engagement for strengthening democratic values, systems, practices and institutions to secure justice, peace and harmony and eradicate conflicts, poverty and gender inequalities, works with over 3500 countrywide civil society entities comprising human rights, women, minority and youth activists, organizations and networks, mainstream political parties, labour organizations, trade unions, teachers and media associations, intelligentsia and parliamentarians.

Parallel to the CVA initiatives, SPO also designs and delivers critical service delivery projects in remotest and underprivileged areas of the country where there is absence of basic services required for living.

Realizing the gravity of critical emergency situations that focus communities have to live in intermittently, SPO also deals with humanitarian emergencies resulting from natural and human induced hazards including the earthquakes, rain fed floods, cyclones and internal displacement of communities triggered by conflicts.

UDHR and other international human rights covenants are central to SPO's outreach philosophy.



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