

# Annual Report 2009-2010



Democratic  
Governance



Social Justice



Peace  
and  
Social Harmony



**SPO**  
Strengthening  
Participatory  
Organization

اداره استحکام شرکتی ترقی



# SPO Programme Outreach (2008-2013)

Strengthening  
Participatory  
Organization

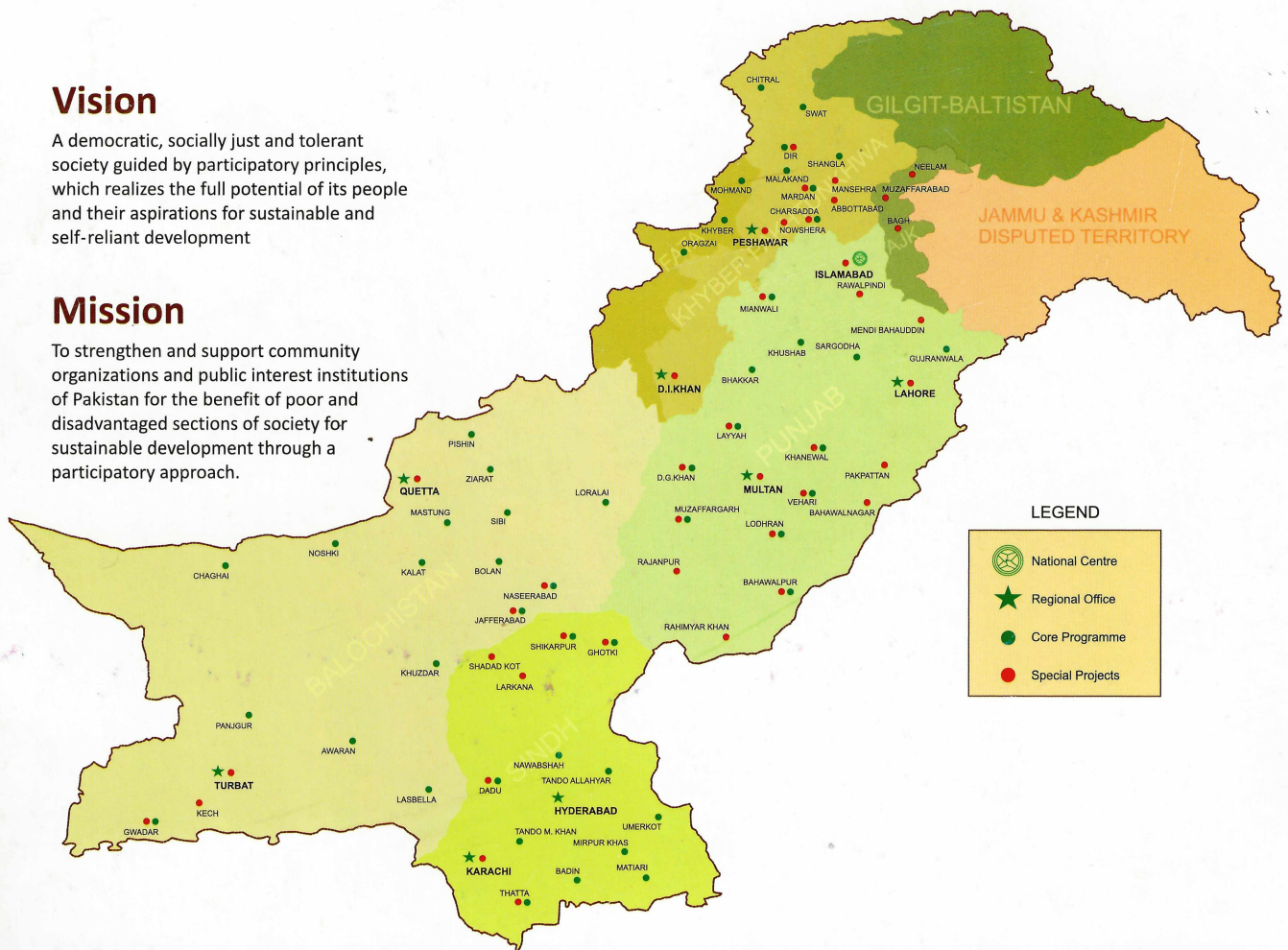
اداره استحکام شریکی ترقی

## Vision

A democratic, socially just and tolerant society guided by participatory principles, which realizes the full potential of its people and their aspirations for sustainable and self-reliant development

## Mission

To strengthen and support community organizations and public interest institutions of Pakistan for the benefit of poor and disadvantaged sections of society for sustainable development through a participatory approach.



Strengthening Participatory Organisation (SPO) is one of the largest rights-based civil society organisations in Pakistan. It strives to address the emerging issues in 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, such as earthquake in Azad Kashmir, floods in Pakistan, Internally Displaced Persons (IDPs) of Khyber Pakhtoonkhwa and relief activities in the flood affected areas of AJK, Khyber Pakhtunkhwa, Balochistan, Punjab and Sindh.

Human rights lie at the heart of SPO's core programme that aims at nurturing democracy, justice and peace in the country through capacity building, action research, awareness raising,

advocacy, policy dialogue, trainings including tailor made training courses, dissemination of information and literature, mobilization of communities, developing partnership with local organisations and encouraging and supporting peace movements.

SPO's core programme is currently supported by Australian Agency for International Development (AusAid), British High Commission (BHC) and Embassy for the Kingdom of Netherlands (EKN).

Key donors for other projects include Oxfam-GB, Oxfam Novib, PPAF, Care International, CIDA, DFID, ADC, ECHO, EC, USAID, Concern, Worldwide, UNOCHA, CAFOD, FAO, TAF, ICMC, Caritas Italy/Germany, HOPE'87 and UNICEF



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# Acronyms

AJK	Azad Jammu and Kashmir	IMCP	Institutional Management Capacity Program
AusAid	Australian Agency for International Development	INGOs	International Non-Governmental Organization
BHC	British High Commission	IUCN	International Union for Conservation of Nature
BHU	Basic Health Unit	LG	Local Government
BoD	Board of Directors	LIS	Learning Information System
CBO	Community Based Organization	LRP	Local Resource Person
CEO	Chief Executive Officer	MIS	Management Information System
CIDA	Canadian International Development Agency	M&E	Monitoring and Evaluation
CSN	Civil Society Network	MoE	Ministry of Education
DFID	Department for International Development	MOU	Memorandum of Understanding
DMP	Disaster Management Plans	NC	National Centre
DPM	Development Planning and Management	NGO	Non-governmental Organization
DRC	Development Resource Centre	PCE	Pakistan Coalition for Education
DRRP	Disaster Risk Reduction Plans	PO	Partner Organisation
DSC	District Steering Committee	PP	Partnership Plan
EDO	Executive District Officer	PPAF	Pakistan Poverty Alleviation Fund
ECP	Election Commission of Pakistan	PRM	Programme Review Meeting
EFA	Education for All	RCs	Regional Centres
EKN	Embassy for the Kingdom of Neatherlands	RBM	Result based Management
EVF	Extremely Vulnerable Families	RH	Regional Head
EVI	Extremely Vulnerable Individuals	RNE	Royal Netherlands Embassy
FAFEN	Free and Fair Elections Network	SMC	SPO Management Committee
FATA	Federally Administrated Tribal Areas	SPO	Strengthening Participatory Organisation
FGD	Focus Group Discussion	ToT	Training of the Trainer
GAD	Gender and Development	UC	Union Council
GB	General Body	UDHR	Universal Declaration of Human Rights
GDP	Gross Domestic Product	USAID	United States Agency for International Development
HRCP	Human Rights Commission of Pakistan	VAW	Violence against Women
HRMS	Human Resource Management System	WO	Women's Organization
ICMC	International Catholic Migration Committee		
IDPs	Internally Displaced Persons		
IHI	Insani Huqooq Itehad		

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# Chairperson's Message

During the outgoing year SPO has witnessed tremendous growth and has extended its program to several new communities around the Country. In the given situation of Pakistan, SPO has now greater responsibility to promote a culture of tolerance and peace in order to build a better society. A rising intolerance and disharmony in the society has brought new challenges for us to work even harder and with increased resolve. In a country where peace loving people are in a solid majority, organizations like SPO have an opportunity to mobilize and organize people to face the challenge posed by the forces of intolerance and division. Our experience of working with grassroot organizations suggests that people in all corners of Pakistan want to see a pro-people democratic and peaceful environment , whereby everyone gets an equal opportunity for development and participation. SPO would continue its journey for building a better world for the coming generations. I take this opportunity to thank all our funding partners, the committed SPO team, and our community based partners for their generous support that enabled us to continue this journey.

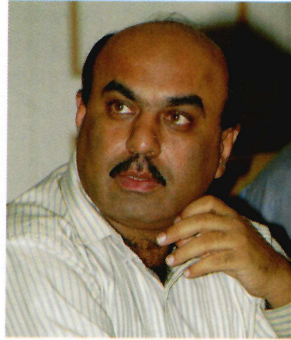


Dr. Tufail Mohammad Khan  
*Chairperson*

# Chief Executive's Message

Over the past one year SPO has undergone tremendous institutional growth and expansion on ground. Being one of the largest rights-based civil society organizations of Pakistan, SPO is playing a commendable role in struggle for creating a democratic, peaceful and tolerant society. SPO's vast outreach in different corners of Pakistan and even deeper penetration in various social strata of society bestows it with a unique opportunity to create a critical mass in the society that can turn the dream of change into reality. During the reported year, SPO received highly inspiring response of its community-centered initiatives at grassroots level. SPO's partner Civil Society Networks, Political Parties Steering Committees and community organizations have demonstrated their effectiveness as a vehicle for change through local initiatives. Advocacy campaigns launched by these partners have started yielding results both at grassroots and policy level. In the outgoing year, these partners have reviewed their advocacy plans and improvised them with result-based approach.

It is expected that in the coming year some of these plans will result in replicable successful advocacy models for communities. Our partner organizations are also playing a pivotal role in highlighting the implications of growing threat of militarization, inter-faith acrimony, violation of human rights and indifferent attitude towards human development. Extricating society from this morass is a formidable challenge and SPO takes pride to be part of progressive and value-driven civil society fraternity which is striving for this noble cause. We are fully cognizant of the scale and complexity of this snowballing challenge and resolve to respond it through concerted efforts.



Naseer Memon  
*Chief Executive*

Our higher aims demand matching institutional efficiency. Realizing this fact, SPO management also focused on institutional strengthening of SPO to respond institutional challenges of the fast growing organizational structure and sprawling field activities. An efficient and better organized SPO would be able to make greater impact through its work. In line with this objective, SPO has introduced a highly sophisticated Monitoring Information System (MIS) and HR Information System (HRMIS). These two systems will enhance organizational efficiency, streamline program reporting in regions and provide useful data console for management to take informed and timely decisions. SPO also commissioned and completed a very comprehensive Gender Audit, followed by an action plan to further strengthen its policies and organizational systems for empowerment of women at all levels in the organization. In the next year, SPO plans to undertake a detailed System Audit to enhance its organizational efficiency and streamline inter-departmental communication.

I am grateful to our funding partners for their continued support in this highly challenging and equally rewarding journey of SPO. Our hardworking colleagues in all corners of Pakistan deserve my sincere appreciation and gratitude for their tireless efforts to change the antediluvian socio-political structures in Pakistani society.

# Executive Summary

*SPO's new programme has been subdivided into four themes (or categories), namely, Democratic Governance, Social Justice, Peace and Social Harmony and SPO's Special Projects. During the reporting year, SPO successfully carried out its planned activities for the core programmes and special projects.*

The period of 2009-2010 was an important one because Strengthening Participatory Organisation (SPO) fully embarked upon rolling out its new programme. The overall objective of SPO's new programme is to strengthen and support community and public institutions for achieving and protecting basic human rights, especially of the marginalised segments of society. Through the new strategy of "Reaching Out to the Marginalized: a rights-based strategic programme", SPO strives to implement the new programme with greater emphasis on human rights, democratic governance, social justice and peace and social harmony. In order to achieve the aforementioned outcomes, SPO's new programme has been subdivided into four themes (or categories), namely, Democratic Governance, Social Justice, Peace and Social Harmony and SPO's Special Projects. During the reporting year, SPO successfully carried out its planned activities for the core programmes and special projects.

The programme on Democratic Governance aims at enhancing capacity of community organizations and public interest institutions. Through a rights-based education programme, community and partner organizations were mobilized. In order to create awareness on role of governance in the overall development of the community, more than a 1000 men and women were trained in workshops on 'Democratic Governance' and 'Human Rights'. Partner Organizations (POs) play an instrumental role in translating ideas of Democratic Governance into practice. Therefore, SPO remained committed to its partnership with these organizations by providing financial and technical support, conducting organizational management trainings and facilitating in formation of District Steering Committees (DSCs) and pursuing local development agenda by strengthening its partners. This helped

POs to promote and establish sustainable, transparent and accountable systems within their organizations. The sensitization on good governance benefited approximately 52,854 people including 41% women from POs.

True to its mission of establishing a socially just society, SPO initiated its activities in conjunction with its Social Justice Programme. During the reporting period SPO successfully conducted visits to villages in its target districts, trained LRPs and established Literacy Centers (LCs). The LCs are one of the most important mediums through which information and knowledge of human rights is disseminated among local communities, especially to women. To support women based initiatives small grants were distributed to women groups WGs.

There is no gainsaying the fact that peace and social harmony is vital to the progress of a society. SPO's Peace and Social Harmony programme supported events, activities and initiatives that pave the way for creating the aforementioned programme objectives in a racially, linguistically, religiously and ethnically heterogeneous Pakistani society. Under this component, SPO provided financial and technical support to Civil Society Networks (CSNs) in all 40 districts in order to mobilize and expand outreach of these networks. The networks organized about 150 events, which motivated 19,255 members (1885 women) from local communities, to work for attainment of peace and social harmony in their respective areas.

SPO responsiveness goes beyond its regular programmes. Through its component of Special Projects, SPO dealt with disaster and emergency situations faced by Pakistan. Many of SPO's special and humanitarian projects in rural areas targeted some of the most marginalized segments of the population.



Also, SPO responded to challenges and crisis posed by natural disasters and conflict respectively. When militancy in Malakand Division caused displacement of 4 million people, SPO provided relief to the Internally Displaced Persons (IDPs). Over the reporting period, under review, SPO managed 29 projects for a total of Rs. 540,514,249.

Institutional Development remained a salient feature of SPO's programmatic strategy. SPO's Monitoring, Evaluation and Research (MER) section has introduced the process of Management Information System (MIS). There were 31 new recruitments of core staff across Pakistan. To build the capacities of staff, 14 staff members were trained abroad.

Being a gender sensitive organisation, SPO conducted an internal gender audit, culminating in a series of gender related trainings in different regional offices. In addition, SPO published more than a dozen publications with an aim of educating public and raising awareness about its programme's focus areas such as human rights, women rights, good governance, citizens rights etc.,. Some case studies on SPO's programme areas and special projects are included in this report to provide an insight into the dialectics of development among local communities and to highlight SPO's contribution in creating critical mass for bringing social change at the grass roots level.





دوسروں کا حق نہ چھیننا  
فقیر صلاحتیوں کا استعمال  
تعلیم کا سامنا کرنا  
بیک سے کچھ نہ کچھ سیکھنا  
بات سنا  
اپنے وسائل سے حل کرنا

# Introduction

## Strengthening Participatory Organization

Strengthening Participatory Organisation (SPO) has taken many strides in terms of its scope and outreach since its inception. Keeping in view the emerging demands and needs in the particular socio-economic and political context of Pakistan, SPO endeavors to keep its programmes and activities in sync with emerging realities. SPO's programmatic strategy and implementation plan for the newly envisaged "Reaching Out to the Marginalized: a rights based strategic programme", strives to place greater emphasis on human rights, democratic governance, social justice, peace and social harmony. Over the time period of July 2009 to June 2010, SPO had fully entered into a new phase where all its activities were carried out according to the newly designed programme.

Human rights lie at the heart of SPO's core programme that aims at nurturing democracy, justice and peace in the country. SPO's programmatic strategy involves capacity building, action research, awareness raising, advocacy, policy dialogue, trainings including customize training courses, dissemination of information and literature, mobilization of communities, developing partnership with local organizations and encouraging and supporting peace movements.

The training packages developed and disseminated by SPO are based on the inherent link between democracy, good governance and human rights. SPO has become the largest rights based civil society organization in Pakistan because of its efforts to address newly emerging issues in development and bringing the marginalized communities into the main stream development process. It focuses on capacity building of community institutions and nurturing civil society networks at the grassroots level.

SPO is actively engaged in policy dialogue for alternative policy input. In order to create linkages across public demand and policy framing, SPO has initiated various research based advocacy initiatives and has encouraged public oversight of the public service institutions. Its advocacy component seeks to impact organizational systems and physical assets including its people, its culture and its ability to plan for the future. Some salient features of SPO's initiatives of capacity building include: encouraging pluralism, governance and development of effective inclusionary, transparent and accountable public systems. These initiatives are in line with SPO's mandate that seeks to strengthen citizens' voice and improve governmental accountability through greater civic participation and oversight of working of the government.

SPO has, so far, worked in 77 districts across four provinces, Azad Jammu and Kashmir and FATA. It has trained more than 215 community-based organizations and local government institutions; has strengthened rights-based advocacy networks; has managed special projects; and has provided humanitarian relief in response to people affected by natural disasters.

The overall objective of SPO's Programme, between October 2008 and March 2013, is to strengthen and support community, as well as, public institutions for achieving and protecting basic human rights, especially those of the marginalized segments of society. SPO follows an integrated approach with all the outcomes complimenting each other, therefore, the overall progress of the SPO programmes during the reporting period will enable an improved understanding of the achievements.

*Human rights lie at the heart of SPO's core programme that aims at nurturing democracy, justice and peace in the country.*

SPO's management has ensured, for the reporting period that the programme schedule stays in line with the overall time frame planned for the entire programme completion. Despite the volatile situation in the country, all regions worked hard to keep activities as scheduled, except D. I. Khan, which lost

time due to the security situation for a period of six months but restarted functioning from January 2010.

This report highlights the achievements for the period mentioned above under the following programme outcomes and outputs:

Outcome Results	Output Results
Outcome 1000: Enhanced capacity of community organizations and public interest institutions to exercise and promote democratic governance and structures at all levels	<p>Output 1100: Increased sensitivity of community institutions on democratic governance with ability to undertake awareness and knowledge-based programmes for equal rights</p> <p>Output 1200: Increased maturity of community organisations in setting up and practicing transparent and accountable systems</p> <p>Output 1300: Enhanced capacity of political workers at district level to undertake gender and local development issues within party and other stakeholders</p>
Outcome 2000: Enhanced capacity of community organisations and public interest institutions to watch and advocate for social justice with a special focus on health, education, women empowerment, disaster risk reduction and humanitarian support	<p>Output 2100: Enhanced ability of education and health monitoring committees to ensure the provision of quality services at district level</p> <p>Output 2200: Women groups are formed and organized for collective actions to achieve their equal social status and quality living conditions</p> <p>Output 2300: More effective policies and systems are in place with greater participation and increased capacity of civil society organizations for disaster risk reduction and humanitarian response</p>
Outcome 3000: Improved social harmony and consensus on local and national issues among different segments of society for securing their rights regardless of caste, creed, colour or sex	<p>Output 3100: Increased participation of civil society groups in policy development, feedback and alternative solutions</p> <p>Output 3200: Increased capacity and participation of SPO and its partners' civil society groups in policy development, feedback and alternativesolutions</p> <p>Output 3300: Enhanced capacity and effectiveness of sectoral, regional, provincial and national networks of civil society for the realization of rights of religious minorities and other marginalized groups</p>
Outcome 4000: Increased recognition of SPO by society at large as a participatory, effective, transparent and accountable organisation	<p>Output 4100: SPO remains transparent and accountable to development partners and promotes integrated learning based development models</p> <p>Output 4200: Improved mechanisms for the planning and management of programme, finances and human resources at SPO</p>

## SPO Outreach

REGIONS AND DISTRICTS			
Province	Regions (8)	Districts (54)	Name of Districts
<b>Balochistan (18)</b>	Quetta	13	1. Bolan, 2. Chaghai, 3. Jaffarabad, 4. Khuzdar, 5. Loralai, 6. Mastung, 7. Naseerabad, 8. Noshki, 9. Pishin, 10. Quetta, 11. Sibi, 12. Washuk, 13. Ziarat
	Turbat	5	1. Awaran, 2. Gwadar, 3. Lasbella, 4. Pangur, 5. Turbat
<b>Khyber Pakhtunkhwa (10)</b>	Peshawar	8	1. Charsadda, 2. Mardan, 3. Shangla, 4. Chitral, 5. Malakand, 6. Dir, 7. Peshawar, 8. FATA
	D.I.Khan	2	9. D.I.Khan, 10. Karak
<b>Punjab (14)</b>	Lahore	5	1. Gujranwala, 2. Khushab, 3. Lahore, 4. Mianwali, 5. Sargodha
		9	1. Bahawalpur, 2. Bhakkar, 3. D.G.Khan, 4. Khanewal, 5. Layyah, 6. Lodhran, 7. Multan, 8. Muzaffargarh, 9. Vehari
<b>Sindh (12)</b>	Karachi	3	1. Badin, 2. Karachi, 3. Thatta
	Hyderabad	9	1. Ghotki, 2. Hyderabad, 3. Matiari, 4. Mirpurkhas, 5. Nawabshah, 6. Shikarpur, 7. Tando Allahyar, 8. Tando Mohammad Khan, 9. Umerkot



# Democratic Governance



*In order to make gender and local development issues part of the agenda of political parties and other stakeholders at local level, SPO initiated activities of capacity building of political workers.*

SPO's "Democratic Governance Programme" emphasizes mainstreaming of marginalized communities in decision making processes, as a contributing factor for the realization of human rights. This mainstreaming will ultimately lead to the next stage of rights' proclamation, from policy and decision making institutions, through a democratic struggle by the marginalized. The UDHR enshrines many of the principles, norms, standards and values of democracy and provides guidelines for developing such democratic traditions and institutions. This inherent link between democracy, good governance and human rights has become the base for the training packages developed and disseminated by SPO.

The Democratic Governance programme is geared to enhance capacity of community organizations and public interest institutions, to enable them to exercise and promote democratic governance and structures at all levels. This is achieved through extensive and sustained political education via Civil Society Networks (CSNs). Education and trainings provided by SPO enabled and encouraged people to participate fully in all forms of voluntary activities for social development. Youth, the most vibrant section of society, is also being engaged and mainstreamed in social and political processes through this programme.

During the reporting period, 39 clusters of 630 partner organizations were mobilized and engaged through rights-based political education programme. Activities consisted of two workshops on 'Human Rights' and 'Democracy and Good Governance'. During the reporting period, 695 participants (of which 201 were women) were trained and benefited through 21 workshops on 'Democratic Governance', while 699 participants (178 women) were trained and benefited through

18 workshops on 'Human Rights'.

During the reporting period, 736 POs were provided financial and technical support for the planning of advocacy events at the grassroots level. Approximately 52,854 people including 41% women were sensitized on good governance. In 40 districts, the workers of selected political parties have been engaged in the Political Education Programme. They have been facilitated to form District Steering Committees and pursuing local development agenda through these forums. Participants were trained through 20 workshops on 'Human Rights' and by 15 workshops on 'Democratic Governance'. About 107 events were conducted through the steering committees of political parties in the target districts

29 Organizational management trainings were conducted, with representatives from partner organizations, to increase their capacity to promote and establish sustainable, transparent and accountable systems within their organizations

## Activities

To achieve the stated outcome of the Democratic Governance programme, SPO carried out various activities, which encompassed identification of new partner organizations, review of partnership plan with existing partners, formation of clusters, trainings on human rights, democracy and good governance, support for events of awareness raising and advocacy and financial assistance. These activities resulted in increased sensitization of community institutions on democratic governance, instilling in them the need to undertake part in programmes focused on awareness raising and knowledge on human rights and equity.

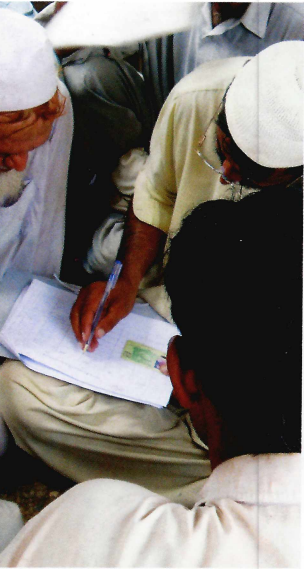
This increased sensitization and quest for more knowledge on human rights, good governance and equity was a result of activities such as: trainings in organizational management, tailor made courses on sectoral planning and management, support to POs in developing policies and procedures for financial and M&E systems, EoP and CBI assessments. In order to make gender and local development

issues part of the agenda of political parties and other stakeholders at local level, SPO initiated activities of capacity building of political workers.

A cumulative summary of activities under SPO's programme of Democratic Governance during the reporting period are given in the table below:

*Enhanced capacity of community organizations and public interest institutions to exercise and promote democratic governance and structures at all levels ▼*

Activities	Unit	Total Achieved till June 2010
<b>Increased sensitivity of community institutions on democratic governance with ability to undertake awareness and knowledge-based programmes for equal rights</b>		
Identify new partner organizations/review of partnership plan with existing partners	Pos	630
Develop PP, form PO cluster/undertake initial CBI assessment	Pos	39
Training on human rights	Workshops	18
Provide support for events of awareness raising/advocacy	Events	736
Provide financial assistance to support self initiatives to be planned and implemented by POs (Chhoti Funding)	Chhoti Funding	448
Training on democracy and good governance	Workshops	21
Review meeting and progress reporting	Review wksp	22
<b>Increased maturity of community organisations in setting up and practicing transparent and accountable systems</b>		
Training in Organization management	Trainings	29
Tailored courses for sectoral planning and management	Workshops	4
Provide support in developing policies, procedures and financial and M&E systems	Pos	2
<b>Enhanced capacity of political workers at district level to undertake gender and local development issues within party and other stakeholders</b>		
Mobilize and engage political parties	4 parties in each district	40
Develop partnership plan (with political leadership)	Seminar	40
Training on human rights	Workshops	20
Provide support for events	Events	107
Training on Democracy and good governance	Workshops	15
Review and progress reporting	Review wksp	20



## Case Study 1

### Cases from District Lodhran and District Muzafargarh

SPO-Lodhran selected Plan Public Welfare Organization PPWO, working in Tehsil Dunia Pur; while SPO- Muzafargarh, selected People Welfare Council Sher Sultan PWCSS based In Ali Pur Tehsil, as their Partner Organizations for capacity building trainings on human rights, good governance and public awareness. The POs after going through the training program are required and expected to work within their communities on issues pertaining to the aforementioned intended outcomes. Regional SPO offices trained PPWO and PWCSS along these lines and selected participants from the organizations for designing an advocacy campaign around a pressing human rights issue in their area.

Surprisingly, The PO members in both these separate SPO interventions in different parts of Punjab, identified lack of awareness on importance and possession of CNIC amongst community members as a common human rights issue of utmost importance in both the Tehsils. Based on standard trainings, both organizations designed an advocacy campaign around this issue. The premise of the campaigns was that possession of NIC is a basic human right of every Pakistani citizen and it is the citizen's responsibility to attain the NIC once educated on the necessity of the NIC.

The organizations followed a multi-pronged strategy that involved conduction of rapid assessment survey in the areas, focusing especially on women and minorities, meeting with relevant stakeholders (such as local influentials, NADRA officials etc.) to share research findings, Conduction of seminar for raising awareness, allocation of NADRA Mobile Vans and Provision of CNICs.

The rapid assessment survey findings were common among the two Tehsils. In Tehsil Ali Pur, 70% of women and 40% of men did not possess NICs and were unaware of their significance. While in Tehsil Dunia Pur, 53% of the eligible population did not have NICs of which the majority was of women. In response to the findings both organizations organized awareness raising seminars in order to mobilize the general public to attain NICs. POs simultaneously organized meetings, in their respective districts, with NADRA officials, local "Namberdars" and district representatives for facilitation in ID card making. These meetings were highly successful as NADRA allocated mobile vans for both union councils. The mobile vans travelled to every village in the union councils to issue NICs for target population.

The combined efforts of SPO and POs in the two districts ensured provision of NIC to the entire eligible population in both the tehsils. Both POs have played an instrumental role in instilling rights based awareness in the community, They have also facilitated the democratic process by providing a basic service like NIC issuance to the underserved at their doorstep and have provided the new NIC attainees the right to vote in the electoral process. The essence of a truly democratic society lies in active participation of citizens in the electoral process as well as political and civic life. The POs plan to further their efforts by educating the communities on the importance of voting in elections.

*The premise of the campaigns was that possession of NIC is a basic human right of every Pakistani citizen and it is the citizen's responsibility to attain the NIC once educated on the necessity of the NIC.*



## Case Study 2

People Welfare Council (PWC) Sher Sultan, situated in UC Sher Sultan Tehsil Alipur, district Muzaffargarh, has been working since 1976 but was reorganized in 2000. PWC's target area is backward, where the majority of the community, especially women, are illiterate and poor. The programmatic focus of the organization is formal and technical education, in addition to, tackling the issue of women empowerment through establishment of skill training centres and adult literacy programs.

SPO believes that if it is "for" the community than it must be "by" the community. Following the participatory approach for sustainable development, SPO involved PWC in the Human Rights Education Programme. During the training on "Human Rights and Advocacy skills", the participants from the organization designed and conducted an advocacy campaign to overcome missing facilities in primary school Masoo Shah situated in union council Sher Sultan. The silent features were school survey, seminar on issues related to education and meeting with relevant stakeholders.

The survey of primary school Mason Shah showed that with a total of 6 teachers, the total enrolment of student is 335 but only 150 students are regularly attending school, while the rest of the students left the school due to un-availability of furniture and other missing facilities. These findings were shared at a seminar, titled "Problems of educational institutions", organized by PWC with the support from SPO. Public at large and different stake holders, like the Union Nazim and Assistant Education Officer were present at the seminar. The Principal of the school shared the problems, while the organization shared the survey findings with public and relevant stake holder. Commitments were taken from the stake holders to play their role in overcoming the issues by providing missing facilities. The community members agreed that they will back PWC for improving the condition of the school and will mobilize the parents for overcoming the dropout rate. The Education Officer stated that "it makes the provision of support for solution easier when a community puts forward the issues in such focused way as shared during this seminar"

A sum of Rs. 40,000 was released by the Deputy District Officer Education as a result of a successful meeting of the representatives of the organization for the follow-up of the commitment announced by the education department. The amount was for the School Management Committee to purchase furniture for the school. The Deputy Director also instructed the AEO for immediate action. People Welfare Council ensured a close follow-up; as a result, district government timely provided furniture to the school.

Trust and commitment of the public and officials was gained by the organization, resulting in parents re-enrolling their children, in response to the successful mobilization efforts by the organization.



*If it is a sustainable development you want, instead of providing fish, teach the community ways to catch it.*



# Social Justice



A complex interplay of several political and institutional forces and cultural and socio-economic factors play a pivotal role in the level of social justice in a society. Hence, to achieve social justice it is imperative to remove the hindrances that create problems and subject people to injustice. True to its mission of establishing a socially just society, SPO has initiated a Social Justice Programme. The programme intends to establish and strengthen community-based initiatives/interventions in order to secure the well being of people, irrespective of their caste, creed, ethnicity or sex, so their quality of life improves.

The objectives of the Social Justice Programme are achieved by establishing and strengthening community-based organizations/institutions. During the reporting period SPO conducted initial visits in different villages of the target districts following the set criteria and assessment process. Local Resource Persons (LRPs) selection was completed initiated only after all the villages were assessed in the target district, to ensure that the most suitable village is identified, The LRPs were trained and began working in their districts. Along with completion of district profiling and assessment of Mid-level NGOs, SPO conducted research on health and education in 8 districts.

The reporting period witnessed formation of Education and Health Monitoring Committees. A process was initiated to build the capacity of monitoring committees. In order to improve the services of Basic Health Units and schools, SPO prepared implementation plans. The Social Justice Programme of SPO explores every avenue to create awareness about human rights in the marginalized sections of the society. Literacy Centres (LCs) are one of the many mediums through which information and knowledge of human rights is disseminated among local communities. In

the reporting period Literacy Centres were established in different regions. In addition, women groups were formed and small grants were distributed to support their initiatives.

## Activities

The expected outcome of Social Justice is enhanced capacity of community organisations and public interest institutions to watch and advocate for social justice with a special focus on health, education, women empowerment, disaster risk reduction and humanitarian support. The intended outcomes were gained through a variety of activities ranging from enhancing ability of education and health monitoring committees, conducting research, reviewing district education and health plans, conducting awareness and advocacy campaigns with key stakeholder, developing and implementing programmes for improvement of basic health and education, producing and disseminating awareness material and developing linkages with organizations and networks in basic health and education.

SPO's work aims at producing a critical mass of sensitized communities, on their basic social, political, civic and human rights, by supporting grass root level movements and interest based groups. In the particular social milieu and cultural ethos of Pakistan, women folk do not enjoy the equality and equity they are entitled to under basic human rights. In order to achieve equal status and quality living conditions for women, collective action is indispensable. For this purpose, SPO forms women groups and organizes them for collective action.

Under its Social Justice Programme, SPO endeavors to bring about change in the status of women by training female local resource persons, implementing literacy/skill development programmes with women groups, mo-

bilizing women groups, providing organizational and financial management training to WOs, training and lobbying on gender and violence against women issues, orientation meetings, forming linkages with key institu-

tions and running campaigns for ending violence against women.

A cumulative summary of activities under SPO's programme of Social Justice during the reporting period are given in the table below:

Activities	Unit	Total Achieved till June 2010
<b>Enhanced ability of education and health monitoring committees to ensure the provision of quality services at district level</b>		
<b>Health</b>		
Develop Partnership Plan with local mid-level NGO for Health Services Improvement Programme	Districts	9
Conduct research on issues related to primary health conditions at district level	District	8
Review district health plans and provide feedback to district government in the light of research findings	Annual	7
Conduct awareness and advocacy campaigns with key stakeholders for the improvement of health conditions	-	11
Strengthen Health Monitoring Committees	Trainings	17
Develop and Implement programmes for improvement of BHUs services	Lumpsum	17
Produce and disseminate awareness material on health issues	Material	8
Develop linkages with organizations and networks working in health	Events	10
Annual review meeting and progress reporting	Meetings	7
<b>Education</b>		
Develop Partnership Plan with local mid-level NGO for improving quality of primary education	Districts	9
Conduct research on issues related to primary education at district level	District	8
Review district education plans and provide feedback to district government in the light of research findings	Annual	7
Conduct awareness and advocacy campaigns with key stakeholders for the improvement of primary education	Quarterly	11
Strengthen Education Monitoring Committees	Trainings	4

*Enhanced capacity of community organisations and public interest institutions to watch and advocate for social justice with a special focus on health, education, women empowerment, disaster risk reduction and humanitarian support*

Continued...

Activities	Unit	Total Achieved till June 2010
Develop and Implement programmes for facilities at selected primary schools	Lumpsum	17
Produce and disseminate awareness material to promote education for all	Material	8
Develop linkages with organizations and networks working in Education	Events	10
Annual review meeting and progress reporting	Meetings	7
Identification and selection of local resource person in each village	Communities	93
Training of trainers of female local resource persons	Trainings	10
Plan and implement literacy/skill development programmes with women groups through local resource person (female)	Support for literacy/skill	60
Mobilize and form women groups	Pos	50
Training in organizational and financial management	Trainings	12
Livelihood support (Small Grants)	Lumpsum	45
Training on gender and violence against women issues and advocacy/lobbying techniques	Trainings	5
Orientation meetings with Masalihati Anjumans on Gender Discrimination and VAW	Meetings	18
Linkages with key institutions/police for improved mechanisms for access to justice	Events	10
Design and implement campaign ending violence against women	Events	13
Annual review meeting and progress reporting	Meetings	6



## Case Studies 3

### Change is Indispensable

Civil society organizations play a vital role in empowerment of local communities. Mobilization of communities is gradual and slow process and it requires frequent reiteration through various modes. Same is the case with CSOs of Pakistan; due to the religious extremism, major portion of the communities in NWFP are difficult to mobilize. Communities feel NGOs are harming the eastern culture and imposing liberal ideology of the West, which will break the structure of family institution, women in the society will become modern or will not take responsibility of their household chores as their prime responsibility.

SPO convinced the 08 political parties of Peshawar to take part in Human Rights Education Program offered in July 2009. Religious parties like Jammiat Ulama-e-Islam, Jammata-e-Islami were also approached to join the program but the religious parties were bit hesitant to join an NGO program but through continuous mobilization, their representatives took part in the training program.

According to the views of Mr. Shams Din Mohammad the member of Central General Council of JUI “when representatives from SPO invited us to their Human Rights program, we decided that we shall participate on trial basis and if find it suitable then we will continue the partnership ,otherwise, the option of withdrawal from agreement is open for all”. Mr. Shams holds post graduate degree in Islamiyat and Arabic from Peshawar University and by profession he feels honored to serve as a teacher. He is operating a Maddrasah (Maddrasah Binat-ul- Islam) for girls in Aasia gate Peshawar. His wife is the administrator of the Maddrasah and this institution offers Masters’ level degree under Maddaris Education Board. Mr. Shams is not against women education but he has views that women should move forward in life but strictly observe Pardah and Islamic values. Mr. Shams and his wife attended the SPOs’ training on Human Rights. During the training Mr. Shams had lengthy arguments on various topics like UDHR, CEDAW and constitution of Pakistan and also argued that Islamic ideology is in contrast to liberal ideas of United Nations conventions.

At the end of the training, views of Mr. Shams in his own words were: “Me, and my fellows of JUI are interested in working with SPO permanently. Now, after attending the training, my vision is broadened regarding Human Rights and its violation happening in our institutions. We need revolutionary changes in our parties, parliament and state institutions for democratic culture.”

“I think we should work for women rights as well”

He further said that “the difference in SPO and other organizations is that SPO is unique due to a different culture which accepts and listens to our arguments with patience and provides opportunity to express our views.” He added that “SPO’s achievement is that it has successfully trained all representatives of 08 different political parties at one table and has managed to give equal regard to our views and has remained in constant contact with us”

The visible outcome of this case is that no Mr. Shams’s wife is a member of Steering Committee of Political Parties in Peshawar and the couple is active in organizing meetings and demonstration in Press Club with the hope that democracy and justice will spread

*“I understood through the training that we as nation have social evils due to Class System but now we have become active after the training for bringing change according to the mission of SPO i.e. “Social Justice for all”*



## Case study 4

### Early Marriage – A societal Curse!

#### Challenging The Social Practice of Early Marriage

The story of Shama Notihaar, a 15 year old girl, of village Dadoo Mori, is the story of thousands of young girls from Sindh. Owing to the traditional patriarchal norms, evils such as domestic violence, honor killings and selling of young girls to elderly men in marriage are commonly accepted social practices. Female literacy rates are one of the lowest (4-5%) in Taluka Bulri Shah Karim, where Shama's village is located. Heinous crimes and practices against women are never reported and therefore little statistics are available to assess the expanse of crimes against women.

Shama was a victim of early marriage and that to a man over 73 years her senior. Her family lived in wretched poverty and perpetually failed to make ends meet. Financial issues pressed Shama's father into selling her to a man over 90 years of age named Sikander Dars, from district Tharparkar, in marriage. Shama's mother was unable to bear this injustice, and lost her sanity, soon after the marriage. A distraught Shama moved in with her husband, only to become a victim of domestic violence. After one month into marriage, Shama visited her family to participate in the marriage ceremony of her cousin Zeenat, aged 12 years, who was also being sold to an 80 years old man of the Khosa community. The case of Zeenat's marriage, unlike unfortunate Shummas', did not go unnoticed. Zeenat's marriage was reported by a Local Resource Person (LRP) to both SPO and the police. The SPO team along with Partner Organizations (POs), CSNs and the LRP visited Zeenat's house to draw her family's attention to the injustice involved in this marriage. Police arrested the groom and her father on the day of the wedding, thus, preventing the marriage from taking place.

Shama saw a ray of hope for herself when she witnessed the events that led to Zeenat's freedom from the wedding. Shama felt that she too could change her fate and get out of the marriage she had been forced into. She chose to share her plight with women activists from SPO's team and focal person of PO. Steadfast in her quest for justice, Shama contacted SPO LRP (who reported Zeenat's case), who lived in the same village as her, requesting his support. Given Shumma's situation of already living under the watchful eye of her cruel husband, the LRP advised her to hold a press conference with help from SPO to gain support from stakeholders and media. Together they contacted SPO-Regional Office Hyderabad and held a press conference at Tando Mohammad Khan press club, where Shama publicly shared the injustice that she had faced and demanded freedom from the contract of marriage that bound her with a cruel old man. In this process, PO Bulri Education, Health and Rural Development of Bulri Shah Karim also greatly supported Shama's efforts to attain justice.

Owing to Shumma's bravery and resolve to gain freedom, The LRP's guidance and the persistent efforts of media and civil society, Shama got her freedom in the form of a divorce. Although, her ex-husband Sikander Dars still sends Shama and her family vengeful messages, her high and freed spirit remains undeterred.

The timely interventions undertaken by SPO-Hyderabad's regional team alongside POs and effective involvement of media and other stakeholders, through SPO's efforts, have made a major difference in Shama's life. Furthermore, owing to this particular case, a rights based approach has been instilled in the community, who has begun to realize that social evils such as selling of young girls in marriage should be condemned. The locals have also learned that through collective action of state and non-state actors they can put an end to these practices. Shama's case has provided other victims of early marriage awareness of their rights and has shown them the possibility of escaping their unjust situations.

*"Although the women of my neighborhood and family curse me for taking this step, I am relieved that I have finally escaped the dilemma I was suffering in. I am extremely thankful to SPO who showed me a way and helped me get out of this violent situation".*

*Shama*



# Peace and Social Harmony

*SPO's struggle for peace and social harmony is paving the way for improved social harmony, consensus on local and national issues among different segments of society and for securing their rights regardless of caste, creed, colour or sex.*

This programme is based on building social harmony among diverse groups in order to enable them to share and understand each other's point of view and respect differences. Major challenges in achieving this outcome include the rising sectarian differences and inter-provincial disharmony. The programme aims to foster 'Politics of Consent', which will encourage informed, thoroughly debated, and positive public and policy messages of awareness raising and advocacy. This programme aims to build capacity and empower CSNs and communities around social harmony and peace, with a focus on restoring social harmony and building a culture of peace and participation, while partnering with all local stakeholders in the development process.

During the reporting period CSNs in all 40 districts were supported through financial and technical support to mobilise and expand outreach of their networks. These networks have established linkages with other groups of civil society including associations, trade unions and labour unions etc. The networks have organised about 150 various events for

the promotion of peace and social harmony by engaging all segments of the society out of which majority belonged to youth, women and minorities. Through these events, 19,255 members (1885 women) from local communities have been effectively motivated to join hands for peaceful and equitable local development.

SPO's struggle for peace and social harmony is paving the way for improved social harmony, consensus on local and national issues among different segments of society and for securing their rights regardless of caste, creed, colour or sex.

## Activities

Given linguistic, religious and ethnic diversity in Pakistan, it is imperative to make social relationship between its citizenry harmonious and interaction between religious groups peaceful. With this view in mind SPO endeavored to increase participation of civil society groups in policy development, feedback and alternative solutions through formation of CSNs, mobilizing different stakeholders, technical and financial support for cultural programmes, peace dialogues and lectures, developing linkages with existing peace movements and dissemination of information to POs. At policy level SPO conducted dialogues with district, provincial and national level to review and provide alternate solutions to government policy making at all tiers. In order to address policy conflicts, SPO is actively engaged in advocacy and lobbying.

The table appearing on next page provides cumulative summary of SPO's initiatives for social peace and harmony.





Activity	Unit	Total Achieved till June 2010
<b>Increased participation of civil society groups in policy development, feedback and alternative solutions</b>		
Form and strengthen civil society networks at district level	Inst. Support	99
Mobilize different development stakeholders including LG, academia, media, CS, youth, trade unions etc.	Stakeholders' meetings	97
Provide Technical and financial assistance in developing and implementing cultural programmes and peace dialogues with diversified groups	-	150
Provide technical and financial assistance for organizing lectures of development issues	-	123
Information dissemination to POs on regular basis	-	66
<b>Increased capacity and participation of SPO and its partners' civil society groups in policy development, feedback and alternative solutions</b>		
Select and priorities policy issues as per local context to be reviewed and responded	Six monthly Collective Meetings	12
Conduct dialogues to review policies and provide alternate solutions to government in policy making at district level	-	53
Conduct dialogues with provincial government on policy issues and implementation mechanisms	Provincial Dialogue	7
Conduct dialogues with federal government on policy issues and implementation mechanisms	National Dialogues	3
Advocacy/lobbying with parliamentarians on policy conflicts	Meetings	6
Develop linkages with existing peace movements	Peace Movements	5
Review meetings and progress reporting	Meetings	18
Select and develop partnerships with sectoral, regional, provincial and national networks	-	6
Provide technical assistance to selected networks in developing appropriate strategies to respond to rights and development related issues	-	1
Develop linkages of SPO's partner organizations with sectoral, regional, provincial and national networks	2 events/ district	104
Promote accountability and transparency in governance structures in selected partner networks	National Dialogues	4
Provide support to partner networks to collaborate with SPO in replicating rights and peace movements in other districts	Events	2

## Case Studies 5

### Where there is a will, there is a way

Loralai is the second biggest city of Baluchistan that earned the status of District in 1903. Most of the population is Pashtoon, but ethnicities like, Bloch, Panjabi, Hazaras, Hindus and Christians are also a part. Area owns very rich culture and literature with strong and organized groups of writers and poets who provide opportunities of peace and social harmony, the culture has respect for other ethnicities and many festivals and traditional musical events used to take place in the district.

During the last two decades, after the rise of Taliban in Afghanistan, religious extremism reached its peak in Pashtoon areas of Pakistan including Loralai. People did not dare to arrange or participate in any musical activity due to the ban by religious influential groups. Fear systematically spread among the masses due to the continuous interference by fundamentalist forces who did not allow these festivities.. The threats by the fundamentalists proved valid when once a group who had organized a music program and a circus show in Loralai during MMA regime, was attacked by fundamentalist forces, putting a full stop to such recreational activities in the future.

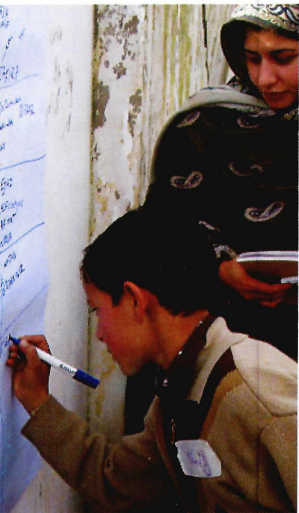
To remove fear from the hearts and minds of the people, and to give rebirth to the traditional activities for social harmony and peace building, SPO and other civil Society organizations Like AIRRA, IDHR and Pashto Adabi Malgari planned a four day long “Eid Peace Festival” after 15 years in Loralai.

A need was felt to initiate the activity by developing a jubilant festive environment. Tan, a Pashtoon traditional folk dance, was arranged by the organizers. A drummer was placed in the market to play Pashtoon traditional music for Atan dance, this dance is done in a circle so that in start only organizers were in the dance but after some times the circle grew bigger than expected. People started participating in the full day dance activity.

The very next day, surprisingly, that drummer was called by the people themselves and they participated enthusiastically in the folk dance management, maintaining of order and facilitating musicians. The activity continued over the third and forth day as well and the appreciable thing was that none of the organizers came forward because the activity was totally taken over by the community themselves.

A shopkeeper actively participating in the activity stated that “I am feeling my skin again”.

On the fourth day, “Pashto Peace Mushaira” was arranged where hundreds of people from every field of life participated besides poets and writers with Syed Khair Mohammad Arif as chair to the event. Poets from adjoining districts and cities like Sanjavi, Ziarat and Killa Saifullah also participated and presented their poetry on the issue which are faced by nation, the future of peace and prosperity and role of youths and leadership of the nation. This activity opened ways for many other such activities in district by community. Fear eliminated from the minds of people and social harmony and acceptance towards each other was promoted. The rebirth of the old cultural tradition helped in changing perceptions of people and helped in building capacity to face any kinds of fear and to restart activities regarding social harmony and peace building. SPO proved that by taking initiative and volunteering to be the first drop of water falling on a barren land you make way for the rain to follow and form a pool. The approach was proven fruitful and the community, with gratitude towards SPO, stated that it gave them strength by initiating such activities.



## Case study 6

### Voicing concerns of common men to induce change!

SPO has been actively conducting capacity building of local representatives of political parties, on a national level, to educate them about right based advocacy, democracy and good governance. In this regard, SPO Multan formed District Steering Committees (DSCs) in five districts of southern Punjab, comprising district leadership of different political parties, to address the basic human rights issues of their districts and to integrate democratic values in their political party framework. Under SPO's program in Dera Ghazi Khan, the steering committee comprises representatives from four political parties; Pakistan Muslim League (N), Pakistan Muslim League (Q), Pakistan Peoples Party and Jamat Islami. The committees addressed a number of developmental issues in DG Khan through provision of trainings, organized by SPO, on human rights, democracy and good governance. Following a consultative process to discuss the pertinent issues of the area, the steering committee identified the Manica canal issue as their foremost priority.

The canal was constructed in 1910 in central New DG Khan city for irrigation purposes and as a source of water for the local population. However, following the district government's declaration of the canal as a drain in 1960, it has been serving as the dumping ground for dirty water and solid waste ever since. Owing to its central location, the drain has now become a source of a variety of diseases for the local population residing on its sides.

In order to address this important issue, the steering committee designed an advocacy campaign with the following components:

- Data Collection from concerned departments and the field.
- Consultative meetings with concerned departments.
- Sharing of research findings with concerned stakeholders through dialogues.
- Follow up sessions after the dialogue.
- Lobbying with relevant stakeholders including parliamentarians (at the decision making level)
- Conducting a DSC Forum for consultations about the issue.
- Consistent and rigorous follow up with district and provincial administration.

During the initial phase, the DSC selected four members from the committee, for data collection regarding the Manica Canal. The team conducted meetings with concerned departments such as the Tehsil Municipal Administration, Irrigation Department, Canal Department and the district government. Discussions were also held with over 200 people living near the drain and their complaints were noted.

Thereafter, the steering committee organized a forum to share research findings with relevant stakeholders including irrigation and canal departments, the TMO, media, political parties' representatives and directly affected people residing in the surrounding of Manica drain.

During the forum, a majority of the participants unanimously condemned the declaration of the government which converted the canal into a drain, which has been threatening the lives of local people for over 35 years. A strong appeal was made that the drain should be converted into a canal, as per its previous position, and water should be allocated from the canal department.

*During the advocacy campaign, the local media played a pivotal role by raising awareness of the issue on a large scale which imposed pressure on institutional stakeholders to take immediate action.*

During the advocacy campaign, the local media played a pivotal role by raising awareness of the issue on a large scale which imposed pressure on institutional stakeholders to take immediate action. Simultaneously, the steering committee met with Senior Advisor to Chief Minister Sardar Zulfiqar Khosa to put forward their demand for restoration of the Manica Canal. Sardar Khosa assured the committee that this issue would be forwarded to the provincial government. The irrigation department also submitted a summary of the canal issue to the Provincial Secretary to further strengthen their case.

Another DSC forum was organized with relevant stakeholders to highlight the efforts of the steering committee. On the occasion, TMO lend his department's full support for resolution of the issue. The steadfast collective efforts of DSC and local government finally paid off when it was decided that with support from the Punjab government, construction work of canal will be initiated. Mr. Muhammad Ameen, Chief Engineer, committed that the construction will be done in the next fiscal year, along with green belt plantation in the surrounding area.

#### **Key Achievements:**

- 1) Restoration of the Manica Canal
- 2) Status of Steering Committee elevated by success of their collective efforts
- 3) Confidence building between political parties
- 4) Capacity building of political parties in conduction of research based advocacy campaigns on local developmental issues
- 5) Enhanced coordination between DSC and district government
- 6) Steering Committee attained confidence of the local community after successfully resolving Manica Canal issue





# SPO's Special Projects

SPO has a component of Special Projects (SP) which addresses the issues that lie outside the purview of its core programme. These projects fulfill specific needs and allow SPO to focus on key areas, such as basic education, primary health care, community infrastructure, livelihood improvement and strengthening democracy etc. Special projects also manages emergency and humanitarian programs of SPO, and undertake both short and long term programs that primarily contribute towards overall goals and objectives of the organization. Disaster Risk Reduction (DRR), humanitarian response, climate change, livelihood, education and human rights fall under the special projects.

## Consultation: Challenges in Restoration of Livelihoods and Rehabilitation of IDPs

The emergence of the Taliban militants in different districts of the Malakand Division and military operations against them have not only destroyed the social, cultural and economic fabric of the region, but also caused exodus of 4 million local people within a short span of time. As a result, the government of Pakistan has to face a hitherto unknown problem – Internally Displaced Persons (IDPs). It was the biggest internal migration in the history of Pakistan. The magnitude of problems, produced by IDPs issue, exceeded the available resources and capacities of the government. Therefore, it was imperative to address the issue holistically on humanitarian footings.

Since the issue of IDPs is a multi faceted phenomenon, it was imperative to tackle it holistically. With the pouring in of IDPs in the adjacent areas - Mardan, Nowshera and Peshawar - of the Malakand Division, **SPO in partnership with Oxfam Novib and Care International** stepped in to bring relief to IDPs who had been rendered insecure by the conflict. The relief activities of different organizations for IDPs was a response to an untoward event for which no proper and longer term policy or plan was in place. As a result, the relief and rehabilitation activities remained unsystematic and random. Therefore, the need of a policy for IDPs rehabilitation was direly felt by civil society organizations and government alike.

For this purpose, Strengthening Participatory Organisation (SPO) organized a consultative workshop/conference 'Challenges in Restoration of Livelihoods and Rehabilitation of IDPs'. The objective of the conference



was to make the draft of Early Recovery Plan pro-people by incorporating views and recommendations of stakeholders.

The recommendations covered seven major sectors: education, health and hygiene, sanitation and water supply, local governments, social welfare and women development, livestock and agriculture, and industries, minerals and technical sector.

## **2. Response to PHET Cyclone 2010**

In response to the devastation of PHET Cyclone in the coastal areas of Pakistan, SPO placed its humanitarian teams in District Thatta, Badin, Gwadar, Javni and Turbat for rapid assessment. SPO sent disaster alert to field offices in Thatta, Karachi, and Turbat and circulated daily update on PHET cyclone. The cyclone destroyed vast areas along the coast. Therefore, SPO provided generators to District government Gawadar for dewatering. Many stranded people got assistance as SPO evacuated 800 individuals from district Thatta through boats. In addition, SPO provided cooked food to 500 families in District Gwadar. In its efforts of disaster risk reduction, the population in the affected districts were warned early which helped in timely evacuation of affected people. During the emergency in PHET Cyclone SPO facilitated district government in emergency response by providing emergency lights and other gear required for evacuation of communities.

## **3. Assistance to flood effectees in Chakar**

After the 2005 Earthquake, a natural lake was formed because of the huge land slide at Tehsil Chakar, District Hattian. The lake was named as 'Zalzal Jheel'. During the month of February 2010 continuous rainfall in Azad Jammu & Kashmir caused flooding in the Zalzal Jheel in Hattian near Muzaffarabad. Consequently, causing massive destruction of households and human casualties.

In addition to this, water level in Jhelum river also raised on the same time near Hattian, which further added to the damages to human lives and their livelihood. According to the State Disaster Management Authority (SDMA) rapid assessment, a total of 58 houses were affected due to the flooding of the lake.

The four villages namely *Kalri, Damkot, Batt Sher, and Haryala* were totally demolished because of the lake and 250 families were dislocated. The remaining residents of the area were evacuated by the State Disaster Management Authority (SDMA) AJ&K to safer places.

In order to provide emergency relief to affectees of this disaster, SDMA made a written request for the provision of food items to ICMC-SPO. SPO was already working in close collaboration with the concerned departments/officials like Assistant Commissioner Hattian Bala, Tehsildar Chakar Tehsil, Pakistan Red Crescent Society (PRCS) and local community organizations in the area.

After rapid assessment SPO decided to distribute food items, in response to the affectees needs. Keeping in view the mobility constraints of beneficiaries especially women and person with disabilities the distribution point was selected at village Karli in consultation with Tehsil Administration Chakkar office, District Administration Hattian, SDMA staff, Local disaster Management committee and Local COs representatives.

A distribution booth was installed in a location where SPO staff and the representatives of the above mentioned departments worked, in different teams, for verification, registration and distribution purposes. Issued coupons were recollected and then food packages were distributed through the said process. At the end Tehsildar Chakkar attested the list of families who had received packages. The list was shared with SDMA, District Administration and Tehsil Administration

*Special projects also manages emergency and humanitarian programs of SPO, and undertake both short and long term programs that primarily contribute towards overall goals and objectives of the organization*

## Case Study 7

### Rebuilding Life

Abdur Rahman is nearly sixty years old. He has four sons. The eldest one is living separately with his family. The younger three are living with him. Two of them were studying before Earthquake, whereas one was working on a shop. Rahman is a skilled person with 23 years experience of motor binding. He owned motor binding shop before the earthquake in 2005. Before the tragedy of earthquake he was well known person of the village and earning reasonable income. His passion for the development of his village led him to form a village organization. The purpose of this organization was to support the poorest of poor in the village.

Rahman did not know that once he would become one of them. Due to the earthquake his livelihood support system collapsed as he lost all his property, including house, shop and other domestic items. Abdur Rahman was of the opinion that when one becomes economically weak he/she loses social status as well. Same happened to Rahman as he was left literally on rubbles of his previous and prosperous life without any support. His miserable condition created depression and he had to spend three years in acute psychological depression.

He told miseries of life in detail. In a nostalgic mood he said that he lent money to people who needed money for different purposes. When he needed money nobody was ready to provide. That is why he was planning to leave the village for good and settle in a new area where his is anonymous to the people around. Around this time SPO came to his village, and it signed a TOP with Sahara welfare organization. Then SPO representative visited his house and told him that they are planning to give grant to the marginalized section of the community for the establishment of their business.

With the hope of grant he started to work on daily bases as a labourer. Rahman earned Rs300 on daily bases which were a very small amount. Finally, he received a grant of Rs.37700/= to rebuild his business of motor binding. Though, the amount was not sufficient to start the business of motor binding, he recognized this opportunity as a golden chance for him and asked a friend to adjust him in the market. His friend helped him to start workshop of motor binding in main bazaar Pateka. Now, he earns at least Rs.1000 a day.

A salient feature of this story of human struggle is that the village organization ultimately became a source of support to him.. Now his family and acquaintances are happy with him as he regained his lost status in the community. He thinks that with the betterment in his economic condition his mental stress and feeling of hopelessness is also decreasing day by day. Rahman's youngest son is learning the same skill of motor binding with him, whereas the other two have again taken admission in a school.

The change has had impact on Abdu-r-Raman's life and all the community agreed that this is a unique change brought by SPO, by playing a role of catalyst in Abdu-r-Raman's life and family. He is now earning reasonable amount to support his family. Again he is considered as the giver not receiver. There is a change in Abdu-r-Raman because he has recuperated from psychological distress by rebuilding his economic and social life.

*The change has had impact on Abdur Rahman's life and all the community agreed that this is a unique change brought by SPO*



## Case Study 8

### Ray of Hope

Naheed Akhter is 16 years old. She was one of those girls who stayed at home after completing class 8<sup>th</sup>. Her parents did not send her to school in Haitian Bala, which is 7 km away from Nain Sukh, because they thought that education of women is not necessary. The fate of a girl is to settle in a home after marriage and the only duty of women is housework and for that job education is not necessary. She did not realize that the crucial role education plays in women's life. Like other women of the village of Nain Sukh, Naheed was never part of the decision making process. Women like her were never given chance to represent themselves on any forum.

One day she attended Right Awareness Session that was conducted in the community organization office in her village - Nain Sukh. In the session she learnt that education is the basic right of women. After the session she realized that she should continue her study because education enables the woman to run her house in a better way and look after her children very well. She decided that she would continue her study. After discussion her parents also agreed and allow her pursue higher studies. She was encouraged by everyone, including her other family members, because she had completed 8<sup>th</sup> class examination. This was one of the most significant change in Naheed's and other women's life.

Now Naheed takes part in various awareness sessions, trainings and activities held at village level. Naheed manages her study very well. Naheed thinks that had she studied more, a lot could have been done by her for the community and the family. She is optimistic that after education she will be able to support her family financially and socially, her parents are supportive of her and now she is studying in class 10<sup>th</sup> in Government Girls High School, Hattian Bala

The change has long term impact on the life of Naheed and other women of the community, because education of one woman is like education of whole family. Napoleon said that give me educated mothers I will give you a good Nation. Since Naheed has set a precedent for the girls of the village Nain Sukh, they will also have chance to complete their studies. She will address women issues in the village.

Now every woman has courage to speak about their issues and there is growing realization among them that they are also part of this world. After Naheed's decision to continue her education, the enrolment of girls in the school has increased on the one hand, and women participation in other activities related to village development. That is the reason that number of girls exceeds that of boys in school.



**SPECIAL / EMERGENCY PROJECT DETAIL (July 2009 - June2010)**

S.NO	Donor	Acronym	Project Title	Project Operational Sites	Project Duration			Budget Summary		
					Opening Date	Closing Date	ExtensionDate	Approved Budget	Extended Amount	Total Budget
Operated Through NC										
1	Concern for Children	CFC	Kashmir Relief Project (phase-II)	Muzaffarabad	Jul-01-2009	Sep-30-2009	None	3,743,600	125,700	3,869,300
2	OXFAM	Oxfam	Earthquake Reconstruction Program.	Muzaffarabad	Apr-01-2008	Dec-31-2010	None	69,662,070	-	69,662,070
3	International Catholic Migration Commission	ICMC	Promotion of Access to Services and Protection for Vulnerable People in Northern Pakistan	Muzaffarabad	Jun-15-2009	Mar-31-2010	None	33,345,900	-	33,345,900
4	ABT's Inc.	Usaid	Health Monitoring -Takmil (Charsadda)	Peshawar	Apr-01-2008	Oct-15-2009	None	6,012,620	-	6,012,620
5	ABT's Inc.	Usaid	Health Monitoring-Takmil Gawadar	Gawadar	Jun-15-2009	Oct-15-2009	Nov-20-2009	5,454,521	2,200,000	7,654,521
6	PPAF SCAD	PPAF	USDA -SCAD	Karachi,NC	Nov-01-2008	Oct-31-2009	None	7,000,000	-	7,000,000
7	Oxfam "We Can"	Oxfam	We Can End Violence Against Women	NC	Nov-01-2008	Mar-31-2010	None	16,653,694	-	16,653,694
8	Oxfam-Novib	Oxfam-Novib	Emergency Response to IDPs in district Mardan.	Peshawar, NC	Oct-01-2009	Aug-19-2009	None	40,357,800	-	40,357,800
9	OXFAM	OX-FAM GB/ Unicef	Water Quality Improvement and Promotion of Hygiene in Bagh, AJK.	Muzaffarabad	Nov-01-2008	Jan-15-2010	None	3,748,767	-	3,748,767
10	Care International Pakistan	CIP	Provision of Essential Non-food Items & Health Services to IDPs Outside Formal Camps in Tehsil Takht Bhai	Peshawar	Oct-01-2009	Oct-09-2009	None	3,060,888	-	3,060,888
11	Oxfam-Novib	IDP part II	IDP Crises: Relief Response II	Peshawar	Nov-01-2008	Oct-31-2009	Dec-20-2009	113,908,400	-	113,908,400
12	PPAF SCAD	PPAF	SCAD-II	Karachi, NC	Oct-01-2009	Jun-30-2009	None	60,000,000	-	60,000,000
13	The Asia Foundation	TAF	Supporting Transparency, Accountability and Electoral Processes in Pakistan	"Lahore, NC, Turbat, Multan"	Aug-01-2009	Feb-28-2012	None	29,169,600	-	29,169,600
14	Oxfam-Novib	IDP Part III	SPO-DIK (IDP relief Phase-III)	DIK	Dec-24-2009	May-23-2010	None	43,463,680	-	43,463,680
15	PPAF Education	PPAF	Social Mobilization / (Health & Education)	Karachi, NC	Nov-01-2009	Jun-30-2010	None	73,157,280	-	73,157,280
16	International Catholic Migration Commission	ICMC-Hattian Bala	Hattian Bala Rain Falls Muzaffarabad, Pakistan.	Muzaffarabad	Feb-18-2010	Mar-17-2010	None	436,465	-	436,465

*Continued...*

S.NO	Donor	Acronym	Project Title	Project Operational Sites	Project Duration			Budget Summary		
					Opening Date	Closing Date	ExtensionDate	Approved Budget	Extended Amount	Total Budget
17	PPAF Social Mobilization exposure visit	PPAF	Social Mobilization Exposure Visit	Karachi,NC	Jan-01-10	Jun-30-2010	30-Sep-10	15,750,000	-	15,750,000
18	Care International Pakistan	SPO-Care Human Right Project	SPO-Care Human Right Project	"NC, Multan, Quetta, Peshawar, Hyderabad"	15-May-10	31-Jan-11	None	13,263,264	-	13,263,264
Operated by Regions Independently										
1	Balochistan Education Fund	BEF	BESP Balochistan Education Support Program (Phase-2 & 3)	Quetta	Sept-1-2007	Dec-31-2010	None	11,087,214	-	11,087,214
2	Plan Pakistan	PLAN	Training Consultancy	Multan & NC	July-21-2008	Nov-30-2009	None	2,415,325	-	2,415,325
3	Kech Govt	Kech Govt.	Promotion of Computer and Information Technology (IT) Education in kech.	Turabt	Jun-15-2009	Sep-30-2009	None	735,400	-	735,400
4	United Nations Development Program	UNDP	Disaster Mitigation Program	Turbat ,NC	20-Feb-09	April-15-2009	Jul-15-2009	3,609,696	-	3,609,696
5	United Nation's Education Chilren Fund	UNI-CEF	Accelerating Girls Education In thatta Sindh	Hyd	Feb-15-2009	Dec-31-2009	March-31-2010	8,031,300	1,130,540	9,161,840
6	Intercooperation Pakistan-Livelihood Programme	IPLP	For facilitation in water shade of chodwan zam of dist. DIK	DIK	Jan-01-2009	Dec-31-2009	None	1,895,010	-	1,895,010
7	Balochistan Education Fund	BEF-1-monitoring	Number of PECs and Community School to monitor and support	Quetta	Nov-01-2008	Dec-31-2010	None	5,190,604	-	5,190,604
8	Intercooperation Pakistan-Livelihood Programme	IPLP	For facilitation in water shade of chodwan zam of dist. DIK	DIK	Jan-01-10	Dec-31-2010	None	2,352,660	-	2,352,660
9	United Nation's Education Chilren Fund	UNI-CEF	Accelerating Girls Education In thatta Sindh	Hyd	May-01-2010	Dec-31-2010	None	8,700,000	-	8,700,000
10	CWS	CWS	CWS-Rehabilitation Wash Flood	Multan	15-Nov-08	14-Feb-09	None	2,145,000	-	2,145,000
11	Governance Support Unit -Ketch		Governece Support Unit -Ketch	Turabt	01-Aug-08	31-Aug-09	None	448,000	-	448,000
TOTAL								584,798,758	3,456,240	588,254,998



# Institutional Strengthening of SPO

## 1. Monitoring Evaluation and Research

Monitoring, Evaluation and Research (MER) section of SPO carried out different activities. Details of these activities are as follows:

### a. TRAININGS:

During the reporting period MER section designed and conducted an orientation on results and indicators during the 26<sup>th</sup> PRM. To built capacity of SPO in MER SPO held a training on monitoring and evaluation. The training was designed and conducted at two locations i.e. Multan and Karachi respectively. SPO programme staff including Regional Head/Managers, Programme Specialist, Officers and Associates participated in the training.

In order to get the MER team of SPO acquainted with the contents and functions of the SPO MIS with an understanding of the user rights and restrictions and to get them familiar with reporting templates and data requirements, MIS/M&E training was conducted during June 2010 where the entire SPO team was oriented on MIS.

MER section initiated the process of Management Information System (a computerized M&E System) development during July 2009. The MIS was developed with the support from a Consultant Mr. Adnan Sattar and the application developers “ESOL”. An extensive workshop was conducted with the PRM for SPO team, comprising of two parts, first consisting of MIS while the second was about M&E and documentation. After a successful test run, Orientation and roll out of the application at eight regions was planned during the month of July 2010.

### b. DONOR LIAISON:

In December 2009, a detailed meeting with the main donors of SPO Programme was conducted during which different aspects of the programme were shared. Progress highlights of SPO programme during 2009 were shared followed by revised SPO Programme Manual in the light of comments by the donors. Keeping in view the tradition of sharing with donors, SPO shared updates regarding the LFA and MIS in March 2010. A meeting was conducted with the donors where the Consultant for the MIS, Mr. Adnan Sattar, shared that MIS work was initiated during February 2010 with a tentative end-date in April 2010. LFA with comments and changes incorporated was shared. After a thorough review, the LFA was finalized.

## 2. Human Resource

In order to achieve the desired impact of our programme, the organization needs to develop its human resource programme that can then guide and facilitate its partners to carry forward the rights and development agenda for economic and social change.



SPO lives by its values equity with partners and staff, mutual trust, honesty, professionalism, transparency, accountability, ethnic impartiality, innovation, creativity, citizenship and effective participation at all levels.

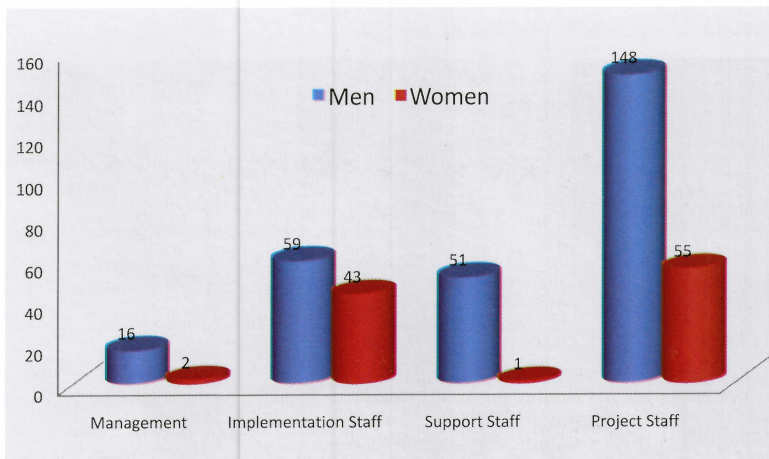
a. **Key Data of HR for the period:**

SPO Human Resources Deployed Across Pakistan: 375			
Cadre	Men	Women	Total
Management	16	2	18
Implementation Staff	59	43	102
Support Staff	51	1	52
Project Staff	148	55	203
Total	274	101 (27%)	375

b. **Regional Allocation of HR:**

Different colours representing different regions staffing along with gender

Gender Wise HR Allocation in different cadres



c. **Recruitment of new staff** was done in accordance with the SPO Restructuring 2009 plan. There were 31 new recruitments of core staff across Pakistan.

Staff Category	Men	Women	Total
Regular	40	20	62
Projects	125	33	158
Total	165	53	220

d. **HR Highlights:**

Hiring and placements of staff in accordance with the restructuring and new organograms in two phases was completed. Programme staff was mostly engaged in TOTs. Some other major HRD highlights are given below:

- Training for nine staff members on 'financial management –getting the basics right' at Mango (Management Accounting for Non Governmental Organizations) in Bangkok. Seven of them are Regional Management and two from finance section at the National Centre.
- Administration staff training on first aid and security situation along with the PRM, in which all administration, front desk and support staff from across Pakistan participated. A total of 66 support staff got an opportunity to get training and to meet all other colleagues from all over Pakistan in Karachi.
- PME (Project Monitoring and Evaluation) Training by ADCC (Asia-Pacific Development Communication Centre) Bangkok from March 2 -18, 2010.
- Gender Audit and report completion. First phase of Gender training completed
- Humanitarian Staff training on Project Cycle Management-Monitoring &Evaluation in Tanzania by MDF
- National Human Rights Training Programme arranged by SAP-PK
- Human Resource Development & Behavioral Interviewing Technique training for HR Staff

- Emotional Intelligence Training for All Managers
- Annual Trainers Retreat by HRDN China: Representation of SPO on HRDN BOD as Organizational Member
- SPO study support
- Other skill enhancement trainings in MS-Office are also planned on need basis.

e. **Representation on different HR Networks:**

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

f. **SPO HRMIS**

SPO started its operations in 1989, as a small projects office, with only 47 employees (that included support staff) distributed across the country only in four cities. Today SPO has around 300 employees in fourteen offices across Pakistan. To manage the largest NGO in Pakistan, archaic and manual method of HRM does not suffice. Management has decided to find a cost effective and reliable solution which will cater to the needs of SPO.

This project is based on SPO's need to improve its efficiency and for optimum resource allocations such that it can reach out to the community and realize its vision of developing a just, tolerant and democratic society. The Human Resource Management Information System (HR-MIS) will contribute towards developing the required skill set in least amount of time, utilize scarce resources with the most cost efficient method and provide reports to the decision makers for informed and timely decisions.

The automation of these systems will provide critical information availability with a few mouse clicks. It will reduce data redundancy. All of the information will be available through a single programme. In turn all of

this will help the management in decision-making.

After a detailed market survey (including Oracle based solutions) and project conceptualization, SPO finalized a system (open source in My SQL) which covers modules of recruitment, Employees database, performance management, trainings, payroll and various need based reports. Currently we are in customization process of which almost 80 percent is complete.

The test run phase was December 2009 – January 2010. Detailed training of the software was conducted for HR staff. Since this is an open source software solution therefore we have also negotiated to acquire the source codes from the vendor.

**3. Programme Review Meeting:**

Keeping in view the importance of the regular review, SPO held two Programme Review Meetings (PRM) meetings on December 2009 and June 2010, during the reporting period. During the PRM, the participants reviewed the progress of all the SPO Offices across Pakistan, effectively utilize the event for planning and decision making and also for sharing and updating the knowledge. Voices from Regions were a part of the agenda to ensure that SPO partners from field also get a chance to share their experiences at the forum and receive feedback accordingly. Special sessions were held for lectures on different topics.

**4. National Events**

During the reporting period, one seminar, two major conferences and a workshop at national level were conducted. Since environment is a cross cutting theme of SPO Programme, it is important to highlight the concerns about it in the particular context of Pakistan. On July 24, 2009 a seminar on “Linking Climate Change to Disaster Risk Reduction” was held in Islamabad. The purpose of seminar was to





get an insight into the nature of disasters in Pakistan and propose risk reduction strategies that are in sync with geographic and climatic conditions of Pakistan.

The first conference on “Peace and Social Harmony” provided an opportunity to SPO partner civil society organizations, human rights activists, and political workers to get exposure and enhance their understanding on peace and social harmony and help disseminate the message within their own circles and society.

The second conference on “Education and Social Justice” helped participants to acquire a more nuanced knowledge of the education policy issues including inclusive and modern education, which will benefit them in a variety of ways to undertake advocacy activities at district levels.

In order to understand the needs and expectations of young people and incorporate them in the current National Youth Policy of Pakistan, a national consultative workshop on the “Current Youth Policy” was conducted. Individuals from various civil society organizations all over Pakistan, including organizations from civil society networks of SPO, participated in the workshop which helped them in building capacities in the process of policy formulation and enabled youth to incorporate their views and concerns in the recommendations, which were to be shared with concerned ministry.

## 5. SPO Civic Cafe

SPO believes that democratic governance can be attained by raising the consciousness of people and placing them at the centre of their own development. To satisfy this need, SPO launched a new initiative of SPO Civic café. During the reporting period, the inaugural lecture of the Civic Café was delivered by the famous media person and founding member of Pakistan Television (PTV) – Aslam Azhar. During the reporting period SPO Civic Café

arranged several lectures by prominent personalities in their field. Details of lectures in the Civic Café are the following:

1. *Role of Culture in the Development of Individual and Society*. By: Aslam Azhar. January 7, 2010.
2. *A journey to self development*. By: Harris Khalique, January 22, 2010.
3. *Book launching ceremony of travelogue ‘Chalo’* by Masud Alam, Journalist and writer. February 9, 2010.
4. *Rational Thinking*. By: Dr. Mohammed Pervaiz, Former Head of Department of Psychology, Quaid-e-Azam University. March 12, 2010.
5. *A literary gathering with Dr. Anwar Ahmed*, Professor of Urdu. Osaka University, Japan. March 16, 2010
6. *Biodiversity of Pakistan: Challenges in Conservation*. By: Dr. Ejaz Ahmed. May 21, 2010
7. *Genesis of Energy Crisis of Pakistan and Potential Solutions*. By: Mr. Fazulullah Qureshi, Chairman BoD of Pakistan Steel Mills. May 27, 2010.

## 6. Gender Sensitization and Capacity Building Plan

To enable incorporation of the gender perspective in all activities within SPO and for mainstreaming it at all levels (including organizational, programmatic and partnerships), a gender sensitization and capacity building plan was finalized and outsourced during the reporting period. The plan included a gender audit, training of SPO staff across Pakistan, mentoring sessions and training of trainers. Gender Audit was conducted by Ms Aamina Qadir and the findings were shared by the consultant with SPO Board of Directors and also during 28<sup>th</sup> PRM. Following the gender sensitization and Capacity Building Plan, a series of trainings has been initiated in different regions for all the SPO team members.

Following the participatory principles, for monitoring the effectiveness of gender mainstreaming at the organizational level and to strengthen programme analysis a ‘Gender Core Group’ was established. SPO Regional teams nominated three team members (with different field of work) from each region and also from the National Center to be a part of the core group.

During the reporting period, a draft of “Whistle blowing policy” was also prepared and presented to the SPO Board of Directors. Gender Audit findings will be finalized by mid of August while the “Gender Mainstreaming” road map is being prepared in consultation with the senior management and tentatively will be rolled out by the first week of September 2010.

## 7. Development Resource Centre (DRC)

Since SPO is a participatory organisation, sharing of knowledge is indispensable for its

progress. The SPO Development Resource Centres (DRC) across all regional offices were provided books, magazines, newspapers, report and literature related to the programme area in particular and development sector in general. A huge variety of material, leaflets, booklets and posters were generated and made accessible to a wide variety of people. DRC maintains blogspot through which new arrivals and material about latest socio-economic and political development of the country were shared.

## 8. IT and Website Development

During the reporting period the website design and content of SPO website was redesigned and changed, respectively, to align it with the new programme. To accommodate the new demands and make the website interactive, many additions have been made. The SPO information technology section was strengthened by acquiring new systems and using the latest technology to enhance communication between SPO Regional Centres.



## 9. List of New Publications

S.No	Publication Title	Type	Theme	Language
1	Annual Report	Report	Progress Report	English
2	Shirkati Taraqqee	Newsletter on quarterly basis	SPO News	Urdu
3	Leaflets on: Human Rights and Good Governance Good Governance Islam and Human Rights Democracy Requirements of Human Rights Golden Rules of Humanity Internally Displaced Persons	Leaflet	Awareness raising and programme promotion	Urdu       English
4	Posters on: 7 different themes of Health and Education  Internally displaced persons (IDPs) Women Rights Violence Against Women Gender Peace and Harmony	Poster	Awareness raising and programme promotion	English, Urdu, Punjabi, Sindhi, Pashtu, Balochi, Brahvi & Saraki  English / Urdu  Urdu  Urdu  Urdu
5	Booklets on: Constitution of Pakistan and Human Rights Identification of Human Rights Rights and Responsibilities	Booklet	Awareness raising and programme promotion	Urdu
6	SPO Brochure	Brochure	Promotion material	English
7	SPO Sovineer (Diary 2010 and Planner 2010)			

# Annexures

## AUDITORS' REPORT TO THE MEMBERS

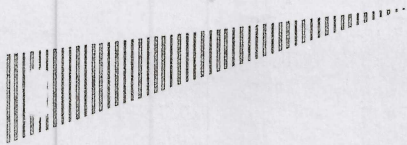
We have audited the annexed balance sheet of Strengthening Participatory Organization (the Company) as at 30 June 2010 and the related income and expenditure account, cash flow statement and statement of changes in fund together with the notes forming part thereof, for the year then ended and we state 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;

*Ernst & Young*



**ERNST & YOUNG**

Ernst & Young Ford Rhodes Sidat Hyder  
Chartered Accountants

- 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, cash flow statement and statement of changes in fund 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 2010 and of the surplus, its cash flows and changes in fund 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 Ford Rhodes Sidat Hyder*

**Chartered Accountants**

**Audit Engagement Partner:** Sajjad Hussain Gill

**Date:** 18 September 2010

**Place:** Islamabad

**STRENGTHENING PARTICIPATORY ORGANIZATION  
BALANCE SHEET  
AS AT 30 JUNE 2010**

	Note	2010 -----Rupees-----	2009 -----
<b>ASSETS</b>			
<b>NON CURRENT ASSETS</b>			
Property and equipment	5	67,013,916	52,465,406
Intangibles	6	405,824	-
		67,419,740	52,465,406
<b>CURRENT ASSETS</b>			
Advances	7	844,785	1,351,104
Deposits and short term prepayments	8	7,445,222	3,341,333
Other receivables	9	3,354,186	4,764,301
Short term investment	10	-	10,000,000
Taxation - net	11	1,182,098	380,451
Cash and bank balances	12	193,066,105	140,800,720
		205,892,396	160,637,909
<b>TOTAL ASSETS</b>		<b>273,312,136</b>	<b>213,103,315</b>
<b>FUNDS AND LIABILITIES</b>			
<b>FUNDS AND RESERVE</b>			
Unrestricted funds	13	116,873,651	103,132,905
Restricted funds	13	99,317,693	68,520,155
		216,191,344	171,653,060
<b>DEFERRED GRANTS</b>	14	32,926,560	16,034,755
<b>CURRENT LIABILITIES</b>			
Accrued and other liabilities	15	24,194,232	25,415,500
<b>COMMITMENTS</b>	16		
<b>TOTAL FUNDS AND LIABILITIES</b>		<b>273,312,136</b>	<b>213,103,315</b>

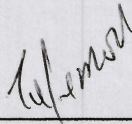
The annexed notes 1 to 25 form an integral part of these financial statements.

*ExPR*



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CHIEF EXECUTIVE

*Tufemol*



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CHAIRPERSON

**STRENGTHENING PARTICIPATORY ORGANIZATION  
INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2010 -----Rupees-----	2009
<b>INCOME</b>			
Grants	17	622,859,864	237,728,646
<b>EXPENDITURE</b>			
Programme activities:			
Programme expenses	18	(322,145,499)	(161,422,615)
Grants to Community Based Organizations (CBOs)/others	19	(251,571,609)	(48,003,712)
		(573,717,108)	(209,426,327)
Administrative expenses	20	(31,247,712)	(24,384,609)
		(604,964,820)	(233,810,936)
		17,895,044	3,917,710
<b>OTHER INCOME</b>	21	8,147,494	8,564,588
<b>SURPLUS FOR THE YEAR</b>		26,042,538	12,482,298
Taxation		(28,174)	-
<b>NET SURPLUS FOR THE YEAR (transferred to unrestricted funds)</b>		26,014,364	12,482,298

The annexed notes 1 to 25 form an integral part of these financial statements.

*EXPRO*

  
\_\_\_\_\_  
CHIEF EXECUTIVE

  
\_\_\_\_\_  
CHAIRPERSON

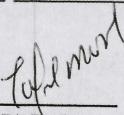


**STRENGTHENING PARTICIPATORY ORGANIZATION  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2010 -----Rupees-----	2009
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus for the year		26,042,538	12,482,298
Adjustment for non cash items:			
Depreciation		9,164,181	7,347,757
Amortization of deferred grant		(7,100,379)	(7,272,748)
Grants		(615,759,485)	(230,455,896)
Gain on sale of fixed assets		(1,791,870)	(3,089,229)
Transfer of closed funds to Receivable from partner NGO's		1,420,683	-
Receivables written off		416,463	-
Liabilities written back		(739,641)	(2,269,608)
Exchange gain		(76,860)	(694,000)
Return on savings accounts		(4,145,833)	(2,270,399)
<b>Operating deficit before working capital changes</b>		<b>(592,570,203)</b>	<b>(226,221,825)</b>
<b>Working capital changes:</b>			
<b>(Increase) / decrease in current assets</b>			
Advances		506,319	(993,217)
Deposits and short term prepayments		(4,103,889)	(1,859,088)
Other receivables		786,895	(3,113,598)
<b>Increase / (decrease) in current liabilities</b>			
Accrued and other liabilities		(481,627)	20,684,539
<b>Cash used in operations</b>		<b>(595,862,505)</b>	<b>(211,503,189)</b>
Advance tax paid		(829,821)	(560,029)
<b>Net cash used in operating activities</b>		<b>(596,692,326)</b>	<b>(212,063,218)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure		(23,689,544)	(7,576,654)
Purchase of intangible assets		(405,824)	-
Proceeds from short term investment		10,000,000	-
Proceeds from sale of fixed assets		5,469,510	6,835,100
<b>Net cash used in investing activities</b>		<b>(8,625,858)</b>	<b>(741,554)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Amount refunded to donors		(754,248)	(4,518,029)
Interest received		4,352,590	2,090,691
Grants received		653,908,367	309,955,747
<b>Net cash generated from financing activities</b>		<b>657,506,709</b>	<b>307,528,409</b>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>52,188,525</b>	<b>94,723,637</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>		<b>140,800,720</b>	<b>45,383,083</b>
Effect of exchange rate changes		76,860	694,000
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	12	<b>193,066,105</b>	<b>140,800,720</b>

The annexed notes 1 to 25 form an integral part of these financial statements.

  
\_\_\_\_\_  
CHIEF EXECUTIVE

  
\_\_\_\_\_  
CHAIRPERSON

**STRENGTHENING PARTICIPATORY ORGANIZATION  
STATEMENT OF CHANGES IN FUND  
FOR THE YEAR ENDED 30 JUNE 2010**

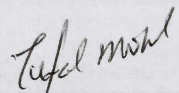
	Unrestricted funds	Restricted funds	Total
	-----Rupees-----		
<b>Balance at 01 July 2008</b>	82,637,258	5,409,104	88,046,362
Amount refunded to donors	-	(4,518,029)	(4,518,029)
Movement during the year (receipts less utilization)	-	75,642,429	75,642,429
Transfers to unrestricted fund upon closure of projects	8,013,349	(8,013,349)	-
Net surplus for the year (transferred to unrestricted funds)	12,482,298	-	12,482,298
<b>Balance at 30 June 2009</b>	<u>103,132,905</u>	<u>68,520,155</u>	<u>171,653,060</u>
Amount refunded to donors	-	(754,248)	(754,248)
Movement during the year (receipts less utilization)	-	17,857,485	17,857,485
Transfers from unrestricted fund upon closure of projects	(12,273,618)	12,273,618	-
Transfer of closed funds to Receivable from partner NGO's	-	1,420,683	1,420,683
Net surplus for the year (transferred to unrestricted funds)	26,014,364	-	26,014,364
<b>Balance at 30 June 2010</b>	<u><u>116,873,651</u></u>	<u><u>99,317,693</u></u>	<u><u>216,191,344</u></u>

The annexed notes 1 to 25 form an integral part of these financial statements.

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CHIEF EXECUTIVE



CHAIRPERSON

**STRENGTHENING PARTICIPATORY ORGANIZATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2010**

**1 THE COMPANY AND ITS OPERATIONS**

Strengthening Participatory Organization (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. The registered office of the Company is situated at House # 429, Street # 11, F-10/2, Islamabad with branch offices in all major cities of Pakistan.

**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 Accounting and Financial Reporting Standard for Medium-Sized Entities (MSEs) issued by the Institute of Chartered Accountants of Pakistan and provision of and directives issued under the Companies Ordinance, 1984. In case requirements differ, the provisions or directives of the Companies Ordinance, 1984, shall prevail.

**3 BASIS OF PREPARATION**

**3.1 Accounting convention**

The accompanying financial statements have been prepared on the basis of the 'historical cost convention' and the accrual basis of accounting.

**3.2 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 judgments 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 estimates and judgments which are significant to the financial statements:

**3.2.1 Property and equipment**

The Company reviews appropriateness of the rate of depreciation, useful life and residual value 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 estimate in the future might affect the carrying amount of the respective fixed assets, with corresponding effects on the depreciation charge and impairment.

**4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**4.1 Operating fixed assets**

Fixed assets are stated at cost less accumulated depreciation and impairment loss, if any. Depreciation is charged using the straight line method to write off the cost of operating assets over their expected useful life. A full months depreciation is charged in the month of purchase and none in the month of disposal.

An individual asset, exceeding Rs. 10,000 in cost, is capitalized. Major improvements and repairs are capitalized and normal repairs and maintenance are charged to income as and when incurred.

Profit or loss on disposal of fixed assets is taken to the income and expenditure account.

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#### **Operating fixed assets continued**

The carrying amount of the Company's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment loss. If any such indication exists, the recoverable amount is estimated in order to determine the extent of loss, if any. Impairment losses are recognized as an expense in the income and expenditure account.

#### **4.2 Capital work in progress**

Capital work in progress is stated at cost. These costs are transferred to operating fixed assets as and when assets are ready for their intended use.

#### **4.3 Intangibles**

An intangible asset is recognized if it is probable that the future economic benefits that are attributable to such assets will flow to the enterprise and the cost of the asset can also be measured reliably. These are stated at cost less accumulated amortization and any identified impairment loss.

#### **4.4 Investments**

##### **Held-to-maturity**

Investments with fixed or determinable payments and fixed maturity, which the Company has the positive intent and ability to hold to maturity, are carried at amortised cost, using the effective interest rate method less impairment losses, if so determined.

#### **4.5 Receivables**

These are stated at their nominal value as reduced by appropriate provision for debts considered to be doubtful. Known bad debts are written off when incurred.

#### **4.6 Cash and cash equivalents**

Cash and cash equivalents are carried in the balance sheet at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash in hand, in transit and balances with banks in current and savings accounts and highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

#### **4.7 Provisions**

A provision is recognized when, and only when, the enterprise 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. Where the effect of the time value of money is material, the amount of a provision is the present value of out flow of economic benefits expected to be required to settle the obligation.

#### **4.8 Staff retirement benefits - defined contributory plan**

The Company operates a defined contribution provident fund scheme for its eligible employees. The fund is unrecognized and fully funded. Contributions are made by the Company and the employees in accordance with the rules of the fund.

#### **4.9 Taxation**

Provision for taxation is made at the current rate of tax on the Company's, income after considering exemptions available to the Company as a charitable institution under clause 59 and 60 of Part 1 of the Second Schedule to the Income Tax Ordinance, 2001.

#### **4.10 Deferred grants**

Grants for acquisition of fixed assets are recognized as income on a systematic basis over the useful life of related assets.

#### **4.11 Revenue recognition**

##### **4.11.1 Grants**

Grants for specific projects are recognized as income to the extent of actual expenses incurred there against.

##### **4.11.2 Profit on bank deposits**

Profit on bank deposits and investments is recognized using the effective interest method.

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#### 4.12 Financial support to Community Based Organizations (CBOs)

Financial support provided to CBOs from the grant funds are charged to the income and expenditure account.

#### 4.13 Foreign currency transactions

The 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 transaction. 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 as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

#### 4.14 Offsetting

Financial assets and financial liabilities are off-set and the net amount is reported in the financial statements only when there is a legally enforceable right to set-off the recognized amount and the Company intends either to settle on a net basis, or to realize the assets and to settle the liabilities simultaneously.

### 5 PROPERTY AND EQUIPMENT

	Note	2010	2009
		-----Rupees-----	
Operating fixed assets	5.1	63,423,105	52,435,906
Capital work in progress	5.2	3,590,811	29,500
		<u>67,013,916</u>	<u>52,465,406</u>

Exhibit

5.1 Operating fixed assets

Note	COST			ACCUMULATED DEPRECIATION			WRITTEN DOWN VALUE	
	At 01 July 2009	Additions	Disposals	At 30 June 2010	Rate	At 01 July 2009	Charge for the year	At 30 June 2010
	-----Rupees-----			-----Rupees-----			-----Rupees-----	
	%			%			%	
30 JUNE 2010								
Freehold land	12,377,862	-	-	12,377,862	-	-	-	12,377,862
Building on freehold land	21,335,366	-	(4,301,000)	17,034,366	5%	4,224,180	995,560	12,699,593
Electrical appliances and equipment	15,722,031	9,687,094	(535,602)	24,873,523	10%	7,654,787	1,923,062	15,653,083
Vehicles	26,513,615	4,322,287	-	30,835,902	20%	16,201,860	3,200,627	11,433,415
Computer equipment	12,502,985	7,477,486	(1,038,388)	18,942,083	33%	9,542,437	2,474,294	7,915,326
Furniture and fixtures	4,209,713	2,342,153	(139,678)	6,412,188	20%	2,602,402	570,638	3,343,826
	92,664,572	23,829,020	(6,014,668)	110,475,924		40,225,666	9,164,181	63,423,105

30 JUNE 2009

Note	COST			ACCUMULATED DEPRECIATION			WRITTEN DOWN VALUE	
	At 01 July 2008	Additions	Disposals	At 30 June 2009	Rate	At 01 July 2008	Charge for the year	At 30 June 2009
	-----Rupees-----			-----Rupees-----			-----Rupees-----	
	%			%			%	
Freehold land	15,437,961	-	(3,060,099)	12,377,862	-	-	-	12,377,862
Building on freehold land	20,677,366	658,000	-	21,335,366	5%	3,261,520	962,660	17,111,186
Electrical appliances and equipment	14,920,679	1,015,617	(214,265)	15,722,031	10%	6,211,800	1,588,253	8,067,244
Vehicles	26,424,403	3,907,672	(3,918,460)	26,513,615	20%	16,654,059	2,851,176	10,311,755
Computer equipment	10,330,571	2,287,964	(115,550)	12,502,985	33%	8,095,232	1,562,751	2,960,548
Furniture and fixtures	3,908,112	307,401	(5,800)	4,209,713	20%	2,225,285	382,917	1,607,311
	91,699,092	8,176,654	(7,214,174)	92,664,572		36,447,896	7,347,757	52,435,906

5.1.1 This includes a building in Turbat, constructed on land allotted to the Company by the Government of Baluchistan, for establishment of a training and technical assistance centre subject to the condition that the land will not be utilized for any other purpose except for which it has been allotted.

5.2 This include payments made to a contractor for the constructor of training halls in Multan.

6 INTANGIBLES

Note	COST			ACCUMULATED AMORTIZATION			WRITTEN DOWN VALUE	
	At 01 July 2009	Additions	Disposals	At 30 June 2010	Rate	At 01 July 2009	Charge for the year	At 30 June 2010
	-----Rupees-----			-----Rupees-----			-----Rupees-----	
	%			%			%	
Softwares	-	417,300	-	417,300	33%	-	11,476	405,824

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	Note	2010	2009
		-----Rupees-----	
<b>7 ADVANCES</b>			
Considered good - to:			
Employees - against expenses		835,785	1,024,424
Suppliers		9,000	326,680
		<u>844,785</u>	<u>1,351,104</u>

<b>8 DEPOSITS AND SHORT TERM PREPAYMENTS</b>			
<b>Deposit</b>			
Security deposits		937,800	485,800
<b>Short term prepayments</b>			
Rent		5,701,332	2,119,417
Insurance		806,090	736,116
		<u>6,507,422</u>	<u>2,855,533</u>
		<u>7,445,222</u>	<u>3,341,333</u>

<b>9 OTHER RECEIVABLES</b>			
Return accrued on bank deposits		32,142	238,899
Receivable from Partner NGO's	9.1	1,420,683	1,848,183
Receivable from director		21,730	-
Other receivables		1,879,631	2,677,219
		<u>3,354,186</u>	<u>4,764,301</u>

9.1 This represents receivables from different Partner NGOs/donors on account of expenses incurred on their behalf and reimbursement of extra expenditure on programme activities.

<b>10 SHORT TERM INVESTMENT</b>			
Held to maturity	10.1	-	10,000,000

10.1 This represented the investment in a three month TDR of the Habib Bank Limited carrying interest @ 8% p.a and which matured on 12 August 2009.

	Note	2010	2009
		-----Rupees-----	
<b>11 TAXATION - NET</b>			
Advance income tax		3,339,692	2,509,871
Provision for taxation		(2,157,594)	(2,129,420)
		<u>1,182,098</u>	<u>380,451</u>

<b>12 CASH AND BANK BALANCES</b>			
<b>Cash</b>			
In hand		180,354	145,958
In transit		3,285,250	-
		<u>3,465,604</u>	<u>145,958</u>
<b>At Banks</b>			
<b>Current accounts</b>			
local currency		138,796,408	37,505,221
foreign currency		3,038,226	-
		<u>141,834,634</u>	<u>37,505,221</u>
<b>Savings accounts</b>			
local currency	12.1	47,763,760	57,315,515
foreign currency	12.2	2,107	45,834,026
		47,765,867	103,149,541
		189,600,501	140,654,762
		<u>193,066,105</u>	<u>140,800,720</u>

12.1 These carry mark up ranging between 5% to 9.5% (2009: 5% to 10.75%) per annum.

12.2 These carry mark up at the rate of 5% (2009: 5%) per annum.

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13 RECONCILIATION AND ANALYSIS OF FUNDS

	UNRESTRICTED FUNDS			
	SPO RECEIPTS	SPO TRAINING UNITS	VEHICLE RESERVE FUND	TOTAL
Opening balances	48,011,608	25,763,904	29,357,393	103,132,905
Movements during the year				
Receipts				
Grants related to assets	8,147,494	5,634,780	338,280	14,120,554
Amortization of deferred grant	-	-	-	-
Grant income	7,100,379	-	-	7,100,379
Expenditure	15,247,873	5,634,780	338,280	21,220,933
Operational surplus / ( deficit)	(14,495,417)	(10,815,615)	(12,113,870)	(37,424,902)
Transfer from restricted to unrestricted funds	752,456	(5,180,835)	(11,775,590)	(16,203,969)
Transfer of closed funds to Receivable from partner NGO's	16,636,567	13,282,545	12,299,221	42,218,333
Transfer from unrestricted funds upon closure of the projects	(12,273,618)	-	-	(12,273,618)
Amount refunded to donors	5,115,405	8,101,710	523,631	13,740,746
Closing balances	53,127,013	33,865,614	29,881,024	116,873,651

Note

13.1 This represents transfers from restricted funds to unrestricted funds on account of management fee / time cost allowed by the respective donors.

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	RESTRICTED FUNDS						
	CIDA	EKN	ERF	AAP	TAF	Oxfam-Novib	SDC
Opening balances	(11,775,895)	(8,254,626)	-	(509,112)	(311,428)	14,050,217	(231,714)
<b>Movements during the year</b>							
Receipts							
Grants related to assets	-	132,807,252	-	200,000	9,214,570	149,194,178	-
Amortization of deferred grant	-	(13,661,588)	-	-	-	(3,434,293)	-
Grant income	-	119,145,664	-	200,000	9,214,570	145,759,885	-
Expenditure	-	(110,091,270)	(337,943)	(181,135)	(7,500,417)	(160,396,539)	-
Operational surplus / ( deficit)	-	9,054,394	(337,943)	18,865	1,714,153	(14,636,654)	-
Transfer from restricted to unrestricted funds	-	(6,607,976)	-	-	(585,441)	(4,221,164)	-
Transfer of closed funds to Receivable from partner NGO's	-	-	-	-	-	-	-
Transfer from unrestricted funds upon closure of the projects	11,775,895	-	-	-	311,429	-	231,714
Amount refunded to donors	-	-	-	-	-	-	-
Closing balances	11,775,895	2,446,418	(337,943)	18,865	1,440,141	(18,857,818)	231,714
	-	(5,808,208)	(337,943)	(490,247)	1,128,713	(4,807,601)	-

13.1 This represents transfers from restricted funds to unrestricted funds on account of management fee / time cost allowed by the respective donors.

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## RECONCILIATION AND ANALYSIS OF FUNDS continued

	RESTRICTED FUNDS						
	PPAF	Plan Pakistan	ICMC	GCE	UNDP	OGB	SC-Sweden
Opening balances	21,207	228,303	2,655,275	343,917	291,194	7,248,710	-
Movements during the year							
Receipts	102,640,116	730,585	12,899,016	-	721,939	33,231,168	804,200
Grants related to assets	(2,026,710)	-	-	-	-	-	-
Amortization of deferred grant							
Grant income	100,613,406	730,585	12,899,016	-	721,939	33,231,168	804,200
Expenditure	(78,241,377)	(121,912)	(13,580,304)	(27,000)	(748,186)	(37,766,312)	(433,098)
Operational surplus / ( deficit)	22,372,029	608,673	(681,288)	(27,000)	(26,247)	(4,535,144)	371,102
Transfer from restricted to unrestricted funds	(842,465)	-	(2,032,796)	-	(787,460)	(2,353,636)	-
Transfer of closed funds to Receivable from partner NGO's	-	-	-	-	-	-	-
Transfer (to)/ from unrestricted funds upon closure of the projects	-	(836,976)	-	-	522,513	-	-
Amount refunded to donors	-	-	-	-	-	-	-
Closing balances	21,529,564	(228,303)	(2,714,084)	(27,000)	(291,194)	(6,888,780)	371,102
	21,550,771	-	(58,809)	316,917	-	359,930	371,102

13.1 This represents transfers from restricted funds to unrestricted funds on account of management fee / time cost allowed by the respective donors.

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	BHC	RESTRICTED FUNDS					CFC
		Oxfam	Oxfam-WC	Foundation for Open Society	BEF	CWS	
Opening balances	9,231,350	(75,350)	-	-	(157,982)	(1,697,904)	(387,730)
Movements during the year							
Receipts	88,861,580	16,588,837	2,800,842	5,252,860	3,147,545	528,325	394,257
Grants related to assets	-	(1,062,181)	-	-	-	-	-
Amortization of deferred grant	-	-	-	-	-	-	-
Grant income	88,861,580	15,526,656	2,800,842	5,252,860	3,147,545	528,325	394,257
Expenditure	(78,947,525)	(14,235,991)	(2,396,774)	(3,204,934)	(2,039,901)	-	-
Operational surplus	9,914,055	1,290,665	404,068	2,047,926	1,107,644	528,325	394,257
Transfer from restricted to unrestricted funds	(8,835,070)	(2,659,881)	-	(71,000)	(1,538,335)	-	(30,000)
Transfer of closed funds to Receivable from partner NGO's	-	-	-	-	588,673	60,000	-
Transfer from / (to) unrestricted funds upon closure of the projects	-	-	-	-	-	579,787	(202,287)
Amount refunded to donors	-	-	-	-	-	-	-
Closing balances	1,078,985	(1,369,216)	404,068	1,976,926	157,982	1,168,112	161,970
	10,310,335	(1,444,566)	404,068	1,976,926	-	(529,792)	(225,760)

13.1 This represents transfers from restricted funds to unrestricted funds on account of management fee / time cost allowed by the respective donors.

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RECONCILIATION AND ANALYSIS OF FUNDS continued

	RESTRICTED FUNDS						
	District Government of Kech	ASBBAE	Abts-Takmeel	UNICEF-PE	PCE-CSEF	Care International	AHAN
Opening balances	347,827	56,587	137,442	462,691	-	(246,575)	(1,288,863)
<b>Movements during the year</b>							
Receipts							
Grants related to assets	-	992,894	5,834,701	10,860,443	8,233,118	2,399,205	538,288
Amortization of deferred grant	(106,625)	-	-	-	-	-	-
Grant income	-	-	-	-	-	-	-
Expenditure							
Operational ( deficit ) / surplus	(316,647)	992,894	5,834,701	10,860,443	8,233,118	2,399,205	538,288
Transfer from / (to) restricted to unrestricted fund	(423,272)	(691,614)	(4,308,864)	(5,771,088)	(5,827,658)	(2,219,971)	-
	(31,180)	301,280	1,525,837	5,089,355	2,405,460	179,234	538,288
		(287,701)	(1,549,934)	(29,966)	(900,000)	(377,027)	-
Transfer of closed funds to Receivable from partner NGO's	-	-	-	7,285	-	-	764,725
Transfer from / (to) unrestricted funds upon closure of the projects	-	-	-	227,484	-	246,575	(14,150)
Amount refunded to donors	(454,452)	13,579	(24,097)	5,294,158	1,505,460	48,782	1,288,863
	-	-	-	(754,248)	-	-	-
Closing balances	(106,625)	70,166	113,345	5,002,601	1,505,460	(197,793)	-

Note

13.1 This represents transfers from restricted funds to unrestricted funds on account of management fee / time cost allowed by the respective donors.

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	RESTRICTED FUNDS					
	SPO Special Grants	SAP PK	UNESCO	IC	ENI Pakistan	
Opening balances	797,115	(2,215,214)	-	(132,705)	59,448,033	566,587
Movements during the year						
Receipts	29,500	2,096,577	123,054	2,108,070	60,482,905	-
Grants related to assets	-	-	-	-	-	-
Amortization of deferred grant	29,500	2,096,577	123,054	2,108,070	60,482,905	-
Grant income	-	-	(90,000)	(175,978)	(43,871,994)	-
Expenditure	29,500	2,096,577	33,054	1,932,092	16,610,911	-
Operational surplus	-	-	-	(835,000)	(7,541,401)	-
Transfer from restricted to unrestricted funds	-	-	-	-	-	-
Transfer of closed funds to Receivable from partner NGO's	-	-	-	-	-	-
Transfer (to) / from unrestricted funds upon closure of the projects	(120,416)	118,637	-	-	-	(566,587)
Amount refunded to donors	(90,916)	2,215,214	33,054	1,097,092	9,069,510	(566,587)
Closing balances	706,199	-	33,054	964,387	68,517,543	-

Note

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13.1

13.1 This represents transfers from restricted funds to unrestricted funds on account of management fee / time cost allowed by the respective donors.

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	RESTRICTED FUNDS		2010	2009
	TDAE	TOTAL		
Opening balances	(81,202)	68,520,155	171,653,060	88,046,362
Movements during the year				
Receipts				
Grants related to assets	192,342	653,908,367	668,028,921	321,832,812
Amortization of deferred grant	-	(20,291,332)	(20,291,332)	(3,857,420)
Grant income	192,342	633,617,035	7,100,379	7,272,748
Expenditure	(16,720)	(573,541,152)	(610,966,054)	(237,123,413)
Operational surplus	175,622	60,075,818	43,871,849	88,124,727
Transfer from restricted to unrestricted funds	(100,900)	(42,218,333)	-	-
Transfer of closed funds to Receivable from partner NGO's	-	1,420,683	1,420,683	-
Transfer from unrestricted funds upon closure of the projects	-	12,273,618	-	-
Amount refunded to donors	74,722	31,551,786	45,292,532	88,124,727
Closing balances	-	(754,248)	(754,248)	(4,518,029)
	(6,480)	99,317,693	216,191,344	171,653,060

Note

-----Rupees-----

13.1 This represents transfers from restricted funds to unrestricted funds on account of management fee / time cost allowed by the respective donors.

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	Note	2010 -----Rupees-----	2009
<b>14 DEFERRED GRANTS</b>			
Balance at the beginning of the year		16,034,755	19,450,083
Additions during the year (at cost)	14.1	<u>23,992,184</u>	<u>3,857,420</u>
		40,026,939	23,307,503
Amortization of deferred grant	14.2	<u>(7,100,379)</u>	<u>(7,272,748)</u>
		<u>32,926,560</u>	<u>16,034,755</u>
14.1 This includes grants in the form of fixed assets from Swiss Agency for Development and Corporation (SDC) aggregating to Rs. 3,700,787 (2009 : NIL).			
14.2 Amortization of deferred grant			
Amortization for the year		6,838,772	6,688,659
Written down value of assets disposed off		<u>261,607</u>	<u>584,089</u>
		<u>7,100,379</u>	<u>7,272,748</u>
<b>15 ACCRUED AND OTHER LIABILITIES</b>			
Accrued liabilities		7,167,322	9,315,098
Other liabilities			
Employees' provident fund		227,654	-
EOBI		1,822	1,402
Payable to suppliers		12,439,966	15,099,000
Insurance payable		817,176	-
Miscellaneous payable		<u>3,540,292</u>	<u>1,000,000</u>
		<u>17,026,910</u>	<u>16,100,402</u>
		<u>24,194,232</u>	<u>25,415,500</u>
<b>16 COMMITMENTS</b>			
16.1 This represents commitments to different Community Based Organizations (CBO's) / NGO's in respect of social sector funding projects.	16.1	<u>4,537,800</u>	<u>-</u>

Explain

17 GRANTS	Note	2010	2009
		-----Rupees-----	
Current grants	17.1	615,759,485	230,455,898
Amortization of deferred grant	14	7,100,379	7,272,748
		<u>622,859,864</u>	<u>237,728,646</u>
<b>17.1 Current grants</b>			
Abts Associate- Takmeel Project (Abts - Takmeel)		5,858,798	7,117,508
Actionaid Funds Pakistan (AAP)		181,135	345,498
Aik Hunar Aik Nagar (AHAN)		-	1,562,026
Asian South Pacific Bureau of Adult Education (ASPBAE)		979,315	1,705,547
Australian Aid (Ausaid)		51,413,395	12,803,972
Baluchistan Education Foundation (BEF)		3,578,236	6,259,828
British High Commission (BHC)		87,782,595	69,034,375
Canadian International Development Agency (CIDA)		-	15,098,753
Care International Pakistan		2,596,998	233,375
Church World Services (CWS)		-	1,908,325
Concern for Children (CFC)		30,000	592,941
District Government of Kech		347,827	611,873
Emergency Relief Fund (ERF)		337,943	1,137,549
ENI Pakistan		-	1,333,413
Foundation for Open Society		3,275,934	(6,929)
Global Campaign for Education (GCE)		27,000	393,501
Inter Cooperation-Livelihood Programme (IC)		1,010,978	890,709
International Catholic Migration Commission (ICMC)		15,613,100	16,829,078
Oxfam		16,895,872	-
Oxfam - We can Consultancy (Oxfam - WC)		2,396,774	-
Oxfam Great Britain (OGB)		40,119,948	16,591,330
Oxfam- Novib		164,617,703	30,878,283
Pakistan Coalition for Education-Civil Society of Education Fund (PCE-CSEF)		6,727,658	-
Pakistan Poverty Alleviation Fund (PPAF)		79,083,842	6,348,889
Plan Pakistan		121,912	1,358,150
Embassy of the Kingdom of Netherland (EKN)		116,699,246	19,188,835
Save the Children Sweden (SC - Sweden)		433,098	-
Strengthening Participatory Organisation - special grants		-	172
Swiss Agency for Development and Cooperation (SDC)		-	1,285,618
The Asia Foundation (TAF)		8,085,858	5,715,012
Trust for Democracy and Accountability (TDAE)		117,620	200,405
United Nations Children Fund - Primary Education (UNICEF-PE)		5,801,054	7,895,536
United Nations Development Programme (UNDP)		1,535,646	3,142,326
United Nations Educational, Scientific and Cultural Organisation (UNESCO)		90,000	-
		<u>615,759,485</u>	<u>230,455,898</u>

EMPH



	Note	2010 -----Rupees-----	2009
<b>18 PROGRAMME EXPENSES</b>			
Salaries and benefits	18.1	126,215,934	79,107,538
Traveling and conveyance		48,694,645	22,383,774
Vehicle running and maintenance		22,024,380	9,919,596
Office rent		2,572,200	1,597,200
Office supplies		7,332,345	3,655,804
Resource materials and publications		12,784,180	4,268,177
Training and development		79,793,218	28,840,510
Monitoring, evaluation and reporting		9,565,241	6,038,282
Maintenance and renovation		13,163,356	5,611,734
		<u>322,145,499</u>	<u>161,422,615</u>

18.1 This includes a sum of Rs. 4,515,810 (2009: Rs. 3,655,700) on account of the remuneration of the Chief Executive and a sum of Rs. 611,116 (2009: NIL) on account of remuneration of acting Chief Executive. Staff retirement benefits included in salaries and benefits amount to Rs. 7,511,891 (2009: Rs. 4,837,988).

**19 GRANTS TO COMMUNITY BASED ORGANIZATIONS (CBOs) / OTHERS**

Social sector funding		55,353,320	8,314,997
Choti funding		6,164,600	5,055,937
Material supplies		92,923,940	34,632,778
Cash grants		79,881,553	-
Grant/support to partner organisations		2,803,529	-
Grant/support to mid level NGOs		6,617,820	-
Grant/support to political parties		44,000	-
Grant/support to women groups		3,825,337	-
Network secretarial support		1,881,004	-
Civil society network (CSN) expenses		2,076,506	-
	19.1	<u>251,571,609</u>	<u>48,003,712</u>

19.1 This represents grants to CBOs in respect of agriculture, livestock, basic education, primary health care, environment, governance and other welfare and social activities in accordance with policies of the Company. The total number of CBOs to whom grants were disbursed during the year are 120 (2009: 170) and the amount of grant ranges between Rs. 4,000 to Rs. 130,000 (2009: Rs. 10,000 to Rs. 600,000).

	Note	2010 -----Rupees-----	2009
<b>20 ADMINISTRATIVE EXPENSES</b>			
Telephone and postage		4,055,507	2,688,300
Utilities		3,162,112	1,935,908
Maintenance and renovation		3,876,774	1,302,713
Office security		3,462,605	2,226,682
Legal and professional charges		400,120	307,220
Depreciation and amortization		9,175,657	7,347,757
Auditors' remuneration	20.1	450,000	465,000
Receivables written off		416,463	-
Loss from training units	20.2	5,180,835	7,184,632
Miscellaneous expenses		1,067,639	926,397
		<u>31,247,712</u>	<u>24,384,609</u>
<b>20.1 Auditors' remuneration</b>			
Audit fee		300,000	275,000
Project audit fee		80,000	90,000
Out of pocket expenses		70,000	100,000
		<u>450,000</u>	<u>465,000</u>
<b>20.2 Loss from training units</b>			
Expense for the year		10,815,615	10,148,571
Income for the year		(5,634,780)	(2,963,939)
		<u>5,180,835</u>	<u>7,184,632</u>

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	Note	2010 -----Rupees-----	2009
<b>21 OTHER INCOME</b>			
<b>Income from financial assets</b>			
Return on savings accounts		4,145,833	1,911,386
Return on investment in TDR's		-	359,013
		4,145,833	2,270,399
<b>Income from non-financial assets</b>			
Gain on sale of fixed assets		1,791,870	3,089,229
Exchange gain		1,322,993	694,000
Miscellaneous income		147,157	241,352
		3,262,020	4,024,581
<b>Others</b>			
Liabilities written back		739,641	2,269,608
		<u>8,147,494</u>	<u>8,564,588</u>
		2010	2009
		-----Number-----	
<b>22 NUMBER OF EMPLOYEES AT 30 JUNE</b>		<u>216</u>	<u>200</u>
<b>23 DATE OF AUTHORIZATION</b>			

These financial statements were authorized for issue on \_\_\_\_\_ by the Board of Directors of the Company.

**24 CORRESPONDING FIGURES**


Corresponding figures have been rearranged and reclassified, wherever necessary, for better presentation and disclosure:

Reclassification from	Reclassification to	Rupees
Advances, deposits, prepayments and other receivables	Advances	1,351,104
Advances, deposits, prepayments and other receivables	Deposits and short term prepayments	3,341,333
Advances, deposits, prepayments and other receivables	Other receivables	4,764,301

**25 GENERAL**

Figures have been rounded off to the nearest Rupee.

*Ex 1411*

  
\_\_\_\_\_  
CHIEF EXECUTIVE

  
\_\_\_\_\_  
CHAIRPERSON

# Board of Directors

## (2009-2010)

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

# General Body Members

## **FEDERAL CAPITAL TERRITORY ISLAMABAD:**

i) Ms. Tahira Abdullah

ii) Ms. Naheed Aziz

## **KHYBER PAKHTUNKHWA:**

i) Ms. Farhat Khan

ii) Dr. Shaheen Sardar Ali Khan

iii) Mr. Reginald Dennis Williams

iv) Dr. Tufail Mohammad Khan

v) Ms. Rukhshanda Naz

vi) Advocate Parveen Akhtar

vii) Mr. Muhammad Rafiq

## **PUNJAB:**

i) Ms. Ferida Sher

ii) Ms. Neelam Hussain

iii) Mr. Vincent A. David

iv) Prof. Dr. Karamat Ali

v) Sister Naseem George

vi) Mian Ijaz-ul-Hassan

vii) Ms. Parveen Ghauri

## **SINDH:**

i) Mr. Javed Jabbar

ii) Ms. Sadiqa Salahuddin

iii) Mr. Noor Ahmed Nizamani

iv) Dr. Husna J. Memon

v) Prof. Tanveer Junejo

vi) Advocate Kalpana Devi

vii) Prof. Ibadullah Rashdi

## **BALUCHISTAN:**

i) Dr. QuratulAin Bakhtiari

ii) Ms. Aliya Rab

iii) Syed Abid Rizvi

iv) Mr. Mohammad Amin

v) Ms. Zeenat Yaqoub Yousafzai

vi) Ms. Farida Tahir Nowsherwani

vii) Dr. Allah Dad Looni



Board of Directors (2010-2012)



Ms. Sadiqa Salahuddin Ms. Zeenat Yaqoob Ms. Perveen Akhtar Ms. Farida Tahir Noshervani Ms. Neelam Hussain Sister Naseem George  
Mr. Naseer Memon Mr. R D Williams Prof. Dr. Karamat Ali Dr. Tufail Muhammad Khan Mr. Javed Jabbar Syed Abid Rizvi Mr. Harris Khalique Mr. Aaref Farooqui

SPO Team





**SPO**  
Strengthening  
Participatory  
Organization

اداره استحکام شرکتی ترقی

Strengthening Participatory Organisation (SPO) is one of the largest rights-based civil society organisations in Pakistan. It strives to address the emerging issues in 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, such as earthquake in Azad Kashmir, floods in Pakistan, Internally Displaced Persons (IDPs) of Khyber Pakhtoonkhwa and relief activities in the flood affected areas of AJK, Khyber Pakhtoonkhwa, Balochistan, Punjab and Sindh.

Human rights lie at the heart of SPO's core programme that aims at nurturing democracy, justice and peace in the country through capacity building, action research, awareness raising, advocacy, policy dialogue, trainings including tailor made training courses, dissemination of information and literature, mobilization of communities, developing partnership with local organisations and encouraging and supporting peace movements.

SPO's core programme is currently supported by Australian Agency for International Development (AusAid), British High Commission (BHC) and Embassy for the Kingdom of Netherlands (EKN).

Key donors for other projects include Oxfam-GB, Oxfam Novib, PPAF, Care International, CIDA, DFID, ADC, ECHO, EC, USAID, Concern, Worldwide, UNOCHA, CAFOD, FAO, TAF, ICMC, Caritas Italy/Germany, HOPE'87 and UNICEF

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