



SPO

Strengthening
Participatory
Organization

ANNUAL REPORT

1997-98



Mission Statement

To strengthen rural CBOs
to assist the poorer and
disadvantaged sections of
the communities to
achieve their own goals by
using a participatory
approach to sustainable
development.

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What makes SPO a very distinct organization...

With a General Body comprising 34 development practitioners from diverse disciplines from all 4 provinces and Islamabad and a 13-member elected Board of Directors serving to providing strategic leadership and vision the SPO full-time staff operates a training and capacity-building service that interacts closely with over 350 community-based organizations across the country, making SPO the only NGO of its scale and specialized function in all of Pakistan.

Acronyms

ACRONYMS

ABES	Adult Basic Education Society
AC	Advisory Council
AGM	Annual General Meeting
AKRSP	Aga Khan Rural Support Programme
APC	Associate Programme Coordinator
AZT	Anjuman Zanana Taleem
BNGOF	Balochistan NGO Federation
BRSP	Balochistan Rural Support Programme
BURWAS	Balochistan Rural Water Support & Sanitation Project
CBI	Capacity Building Indicators
CBDO	Community Based Development Organization
CBO	Community Based Organization
CC	Coordination Council
CIDA	Canadian International Development Agency
DFID	Department for International Development
DIK	Dera Ismail Khan
DPM	Development, Planning and Management
DRC	Development Resource Centre
EM	Effective Micro-organism
EPI	Expanded Programme of Immunization
EPM	Education, Planning & Management
ETC	Education Training Centre
FDO	Female Development Organization
FEF	Frontier Education Foundation
FES	Friedrich Ebert Stiftung
FVDB	Fruit & Vegetable Development Board
IBEP	Integrated Basic Education Programme
IUCN	International Union for the Conservation of Nature
LGRD	Local Government & Rural Development
LIS	Learning Information System
LRP	Local Resource Person
LUMS	Lahore University of Management Sciences
NCG	National Consultative Group
NCS	National Conservation Strategy
NDP	National Drainage Programme
NFE	Non Formal Education
OFWM	On Farm Water Management

Acronyms

Pak-CDP	Pak-Community Development Programme
PDC	Participatory Development Coalitions
PDP	Participatory Development Programme
PIDA	Participatory Institute for Development Alternatives
PNCC	Pakistan NGOs Coordination Council
PNF	Pakistan NGO Forum
PNI	Pakistan NGO Initiative
PO	Partner Organizations
POR	Participatory Organizational Review
PP	Partnership Plan
PRM	Programme Review Committee
PTA	Parents Teachers Association
RBM	Result Based Management
RCDC	Regional Cooperation Development Centre
RDOCC	Rural Development Organizations Coordination Council
ROA	Rapid Organizational Appraisal
RPAC	Regional Project Approval Committee
RSDP	Rural Social Development Programme
SAP	Social Action Programme
SAPNA	South Asian Perspectives Network Association
SDPI	Sustainable Development Policy Institute
SMC	Management Committee
SNI	Sarhad NGOs Ittehad
TOMT	Training of Master Trainers
TVO	Trust for Voluntary Organizations
UNICEF	United Nations Children's Fund
UNRISD	United Nations Research Institute for Social Development
VEC	Village Education Council
VEP	Village Education Programme
WAPDA	Water & Power Development Authority
WBS	Work Breakdown Structure
WEP	Women Emancipation Programme
WHO	World Health Organization

Executive Summary

The reporting year (July, 1997 - June, 1998) was a challenging period for SPO. The workplans were formulated on the assumption that two new donors will come on board and take over SPO's programmes in Sindh, NWFP and Balochistan (Quetta and Turbat) but the approval process with donors could not be completed.

Nevertheless, SPO continued its work to the best of its capacity; and by utilizing around 51% of the allocated budget, it managed to achieve 50% of the targets during the year. Whilst this was an appreciable accomplishment, the Board was of the view that there is a need to assess SPO's strengths and weaknesses in order to strategize for the next phase of SPO and it therefore commissioned a review of SPO by Cowater, the internationally known consultants in the development sector.

Overview of SPO Outputs and Achievements:

- SPO identified 60 new partner organizations and initiated the process of clusters' development in Pishin, Bolan, Ziarat, Swat, Alipur, Gujrat and Hyderabad.
- DPM workshops were conducted for 47 Community Based Organizations (CBOs) of which 20 were in Balochistan, 16 in NWFP and 11 of Sindh.
- DPM training modules are under full review and the final revised & enhanced document will be ready by the end of 1998.
- 16 projects were funded during the year (9 by SPO and 7 by other donors). 25 more proposals were developed, and are awaiting approval by Regional Project Approval Committees (RPACs) and other donors.
- The formation of Participatory Development Coalitions (PDCs) was actively facilitated as follows:
 - In Balochistan, the Lasbela PDC is operative.
 - In NWFP, the Nowshera PDC is operative. Takht Bhai & Swabi PDCs are engaged in the replication of DPM activities.
 - In Punjab, the PDCs in Kot Addu, Muzaffargarh, Wazirabad and Mandi Bahauddin PDCs have been organized.
 - In Sindh, the Malir PDC (Malir Information Unit) has

Executive Summary

been formed and the Ghotki PDC (Rural Development Organization Coordination - RDOCC) is enlarging its membership base.

- Women's Emancipation Programme (WEP) in NWFP has organized 6 new female groups, bringing the total to 23 female organizations. In April, 1998, an Associate Programme Coordinator was appointed for Punjab, after receiving funding from The Asia Foundation. 9 female groups were formed within 3 months.
- The Sindh team mobilized a group of 11 CBOs to form the Malir female cluster; and in Ghotki 8 female groups were transformed into Female Development Organizations (FDOs).
- The Village Education Programme (VEP) organized 2 new clusters with 10 Anjuman Zanana Taleem (AZTs) and started 15 new literacy centres with 322 female learners. Literacy results for 1997-98 are:
 - 263 females achieved functional literacy
 - 180 females completed class 3
 - 246 females completed class 4
 - 125 females completed class 5.
- Thirteen AZTs were registered with the Social Welfare Department, 4 AZTs have started micro-credit programmes and 1 AZT has started a date processing and packing project with the financial assistance of TVO.
- The SPO Women's Community Teachers Training Institute at Turbat was formally inaugurated during this year.
- Skills Development Interventions: During the year, a number of partner CBOs requested skills development in specialized sectors. They were supported as following:
 - 42 CBOs including 32 from Balochistan, 9 from Punjab and 1 from Sindh were facilitated to undertake exposure visits; while a specialist was invited to provide training on EM technology to the CBOs of Malir cluster in Sindh.
 - 3 CBOs & 4 AZTs of Balochistan attended workshops on Credit Management while 15 CBOs of Punjab attended

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- workshop on Poverty Alleviation.
 - 8 CBOs of Balochistan attended a seminar on malaria control and one member of a CBO was sponsored to be trained in the pathological diagnosis of malaria and tuberculosis.
 - 33 CBOs of Punjab attended a workshop on Gender and Development.
 - 60 CBOs, 7 networks and Government officials of Sindh attended a seminar on the "Role of Networks in Development" organized by SPO-Sindh in collaboration of RDOCC (PDC) at Ghotki.
 - SPO-Sindh facilitated a two-day workshop on strategic planning of Mehran Coordination Council at Mehar district, Dadu.
 - A seminar on "Education in the 21st Century" by Wadhela Baloch Social Welfare Organization at Malir was also facilitated by the SPO-Sindh team.
- Networking & linkages are confidence building exercises which enabled the grass-roots CBOs to share their learnings experiences, challenges and threats with regional/national NGOs. SPO is also focusing on linking partner CBOs with Government line departments, international NGOs working in Pakistan and donors. During the year the following linkages and networks were supported:
- In Balochistan, 54 CBOs were linked with 6 different organizations.
 - In NWFP, 26 CBOs were linked with 6 different organizations.
 - In Punjab, the Muzaffargarh and Kot Addu cluster was linked with District Health Officers (DHOs) of their district to involve the CBOs in health committees for rural health centres. This year the SPO-Punjab office was the coordinator for the Punjab NGO Coordination Council (PNCC). The Council was strengthened by many new members and regular meetings were held.
 - SPO-Sindh organized 5 different workshops in this context.
- The Integrated Basic Education Programme (IBEP) project in Nowshera completed the target of organizing 30 primary schools for girls. 16 schools were taken over by the Education

Executive Summary

department as regular primary schools while the rest were taken over by Pal's World (an NGO sponsored by Allied Industries).

- The Learning Information System (LIS) Phase-II became functional this year which is a landmark in the history of SPO.
- Local Initiatives in Development (LID) Conferences were organized at Karachi, Peshawar, Quetta; culminating in a national reflective conference in Islamabad. These dialogues facilitated a process of understanding and cooperation between the communities, Government line agencies and the donors. (The Conference in Punjab was held in May, 1997).
- A dialogue was also arranged between CBOs and the World Bank to discuss the role of communities in development.
- National and international recognition of SPO was enhanced through participation in a number of development fora at the national and international levels.
- A new project known as the Community Based School Programme (CBSP) - "Ammal" was initiated in April, 1998 at Dera Ismail Khan, to promote primary education for girls at 30 locations.
- The School Sudhar Programme, Ubauro tehsil (Ghotki): The third phase of School Sudhar Programme was completed with the financial assistance of British Gas plc. This phase focused on improving the provision of equipment and additional rooms for 33 schools of the tehsil.
- An unexpected flood in Ketch district caused considerable damage in the area. Flood relief operations were organized by SPO with the support of Action Aid. The SPO team with volunteers from other NGOs/CBOs provided emergency aid, medicine and food to the flood-victims.
- By the end of the year (i.e. on June 25, 1998) the European Commission signed an agreement for the project titled the Rural Social Development Programme (RSDP), supporting the SPO programme in Sindh and NWFP for 5 years (1998-2003). Other

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donors who continued to support SPO at various levels include: Canadian International Development Agency (CIDA), Department for International Development (D-FID), The Asia Foundation (TAF), United Nations Children's Fund (UNICEF) and OXFAM.

- The Annual General Meeting (AGM) was held in November, 1997; it elected a new Board of Directors which subsequently re-elected the Chairperson and a new Vice Chairperson and also re-appointed the Chief Executive for three years.
- The Board of Directors (BoD) met 5 times during the reporting year.
- The meeting of the Advisory Council (AC) was held in January, 1998. The current (June 30, 1998) membership of Advisory Council includes representatives of donors & government, namely:
 - a. Economic Affairs Division, Government of Pakistan.....
(permanent member)
 - b. Canadian High Commission
 - c. Delegation of European Commission in Pakistan
 - d. Royal Netherlands Embassy
 - e. The Asia Foundation
 - f. Chairperson SPO.....(permanent member)
 - g. Chief Executive of SPO as Secretary
to the Advisory Council.....(permanent member)

The Management Committee (SMC) was convened 4 times during the reporting year.

Programme Review Meeting (PRM) was held once during the year.

In the context of the development environment of Pakistan, SPO can claim with justification to have evolved into a unique role as the sole national-level NGO that concentrates on capacity building of CBOs. During 1997-98 certain areas of concern in organization and management were identified and began to be addressed even as the distinctive position and work of SPO was consolidated.

Introduction

SPO (Strengthening Participatory Organization) had a very challenging year. There was a challenge of survival as the new donors who were expected to come on board during this year could not complete their processes. But SPO survived and proved its mettle. The year brought to SPO new levels of respect and recognition in the form of successful dialogues of partner CBOs with the official provincial line agencies and Governments. The national dialogue was inaugurated by the President of Pakistan and was held between the policy makers and CBOs at Islamabad.

Apart from this the World Bank sponsored a World Bank-CBO Dialogue for the participation of grass roots organizations in the projects supported by the Bank.

By the end of the year, one of the long awaited donors, the European Union signed the contribution agreement with SPO to support the programme activities of NWFP and Sindh centres.

The detailed review of SPO's DPM was initiated with the help of Cowater and in a month-long exercise with the programme staff the training modules were reviewed and expanded. The new DPM training modules will be available by the end of the year (1998).

The sustainability issue of SPO has been a prime concern. The management and programme staff had discussions on many options. The Board of Directors (BoD) has decided to pursue the path of capacity building of the grass-roots organizations with the support of donor funding and also pursue diversification through the Social Action Programme.

Apart from this, micro-credit and micro-finance have been clearly identified as a critical need of poor communities. SPO has invested in the staff development for the launching and management of related projects. Through support offered by the Department for International Development (UK) and the British Council, the Deputy Chief Executive attended a two-month training course at Reading University, UK.

The year has consolidated the thinking and belief of SPO in the

Introduction

process of capacity building and the empowerment of communities.

1.1 SPO's Definition of Capacity Building

SPO's capacity building concepts revolve around its mission statement: "to strengthen rural CBOs to assist poorer and disadvantaged sections of the communities to achieve their own goals by using a participatory approach to sustainable development". The components of capacity building required to strengthen CBOs were identified as:

1. Orientation about the philosophy of development and the promotion of understanding of the differences between welfare and development strategies.
2. Problem identification through social mapping and survey and the prioritization of a problem.
3. Organizational development including the management of an organization, role of leadership, participatory decision making process and transparent financial management.
4. The planning process of redressing the identified problems and project development.
5. Project implementation, monitoring and evaluation.
6. Environment awareness and gender sensitization.
7. Resource mobilization.

Apart from the DPM training, SPO has been instrumental in the process of NGO networking and supporting the CBOs to build the linkages with Government departments and other NGOs. SPO believes that the CBOs should have the capacity of networking and negotiation; so that these organizations may transform into independent rural developmental institutions. This will be a step forward towards true community empowerment.

The year in review has achieved these targets to a notable extent.

1.2 CBOs - As Important Actors of Civil Society

SPO believes in strengthening the CBOs and facilitate them to be the pivotal actors in civil society. The process of Participatory Development Coalitions (PDCs) is initiated to facilitate trained CBOs to form their own district network and organize themselves as

Introduction



Flood relief in Turbat

an umbrella organization to replicate the DPM training as well as evolve general forums on the development issues of their corresponding areas. Where necessary these forums take up the advocacy role for basic human rights and basic amenities for their villages.

1.3 Poverty Alleviation in Focus

There has been a marked shift in the type of project which SPO supports. In the past infrastructure projects of the partner CBOs were popular but the year 1997-98 has seen a rapid increase in micro-credit projects. SPO has limited experience in this field and it will take some time to evolve it's models for being able to provide such support. An overview of the projects is included in this report.

1.4 Women in Focus

SPO has initiated the Women's Emancipation Programme (WEP) from October, 1996 which is thus almost two years old. It has helped communities to form women's groups and has provided extensive training for their transformation into Female Development Organizations (FDOs) in different parts of Pakistan.

Apart from this, the Village Education Programme (VEP) of Mekran has established itself as a institution for development through literacy. This year for the first time in their association with a support organization, local communities through their AZTs have embarked on micro-credit and income generating projects. It is quite early to report on the success of these projects but the initial response is quite encouraging.

CBO – Capacity Building

The lead activity of SPO has been the capacity building of rural CBOs. The chain of events starts with CBO identification, orientation meetings, one-to-one CBO visits to assess the training needs through Participatory Organizational Review (POR), formation of clusters, testing of CBIs (First Phase), DPM training cycle (4 training segments) with follow-ups, project proposal development and implementation.

2.1 Identification and Assessment of CBOs

This year SPO initiated this process in 5 new and 3 existing locations. Programme Coordinators at the regional offices contacted the relevant offices of the Social Welfare Department and other social organizations to ascertain the addresses of CBOs in each area. In each area all the CBOs were invited for a general orientation workshop. In this process, first the participant organizations present their introduction and achievements and then the SPO team introduces its strategies and plan of activities to the participants. These meetings are a source of information for both parties to select each other. These meetings are “brain storming” sessions which highlight welfare and development philosophies and their impact on societies, the prevalent socio-economic problems of the district, the attitude of citizens towards the voluntary development organizations, the role of civil society in the development of their villages and the available resources.



DPM workshop of Pishin (A) Cluster

- ◆ Follow-up meetings were planned at the end of each workshop, wherein a more detailed mutual selection process was initiated to determine prospective partners of SPO who were able to give their time for a longer partnership of 18-24 months.
- ◆ Approximately 70 of these proposed partner CBOs were then visited by the SPO team, one by one in their villages and

CBO – Capacity Building

mutually appraised to ascertain the training needs and the structure of CBO and their potential to move from a charitable to a developmental focus.

The table below outlines the number of clusters SPO was able to form during the year. In Sindh and NWFP the process of cluster formation continues into the next fiscal year.

During 1997-98 the results of these activities are:

Table 2.1 (a) Identification / Cluster Formation

Region	# of CBOs Identified	Clusters Formed
Balochistan	25	Pishin, Bolan and Ziarat
N W F P	15	Swat
Punjab	20	Alipur and Gujrat (Process started)
Sindh	60	Hyderabad, Malir (Female)

Table 2.1 (b) Basic Information on Clusters

Region	POR	CBI-1	CBI-2
Balochistan	13 CBOs of Pishin, Bolan and Kalat.	6 clusters with 60 CBOs.	4 clusters with 33 CBOs.
N W F P	18 CBOs of Takht Bhai, Swabi, Kohat and Nowshera.	7 CBOs of Nowshera & Kohat	—
Punjab	—	—	31 CBOs of Kot Addu, Wazirabad, Muzaffargarh and Mandi Bahauddin.
Sindh	—	—	11 CBOs of Malir.

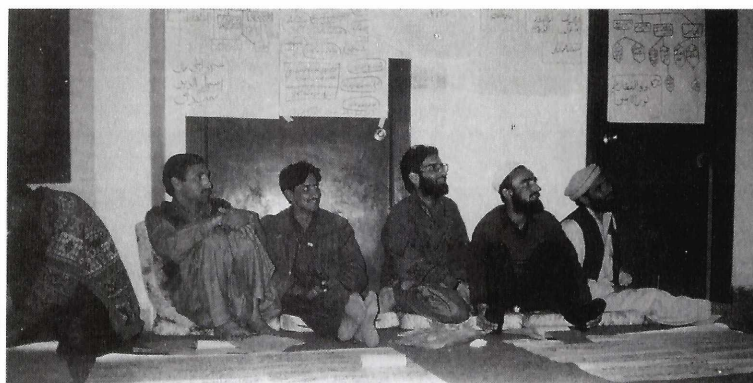
The table above relates to the detailed process of information gathering for each partner CBO which not only provides us with baseline information but at different intervals enables SPO to gauge the progress of partner CBOs.

2.2 DPM Training: Development Planning & Management

Training is divided into four parts:

- i) DPM-1A
- ii) DPM-1B
- iii) DPM-2
- iv) DPM-3.

CBO – Capacity Building



DPM workshop of Nowshera (A) Cluster

During this year the activities carried out are as under:

Table 2.2 (a)

Region	DPM-1A	DPM-1B	DPM-2	DPM-3
Balochistan	20 CBOs of Bolan and Pishin.	20 CBOs of Bolan and Pishin.	—	—
N W F P	16 CBOs of Abbottabad, D. I. Khan and Kohat.	16 CBOs of Nowshera, Kohat and D. I. Khan.	16 CBOs of Nowshera and Kohat.	—
Punjab	—	—	—	—
Sindh	11 CBOs of Malir-A.	11 CBOs of Malir-A.	11 CBOs of Malir-A.	—

During the training phase each cluster has to identify at least one person as a Local Resource Person (LRP). This person is from the participating CBOs and takes the role of a coordinator for the follow-ups and subsequent workshops. He is trained to be co-facilitator (animator) of the training. In future and as part of the scaling up strategy LRPs will be play a pivotal role in the replication of the training under the scaling-up strategy. The present status of LRPs is given in Table-2.2 (b) below:

Table-2.2 (b)

Region	# of Clusters	# of LRPs
Balochistan	6	6
N W F P	9	6
Punjab	6	6
Sindh	7	6
Total =>	28	24

CBO – Capacity Building

Consolidated Position of Clusters/LRPs

Table-2.2 (c)

Region	# of CBOs	# of DPM Graduates
Balochistan	54	162
N W F P	68	204
Punjab	49	147
Sindh	64	192
Total =>	235	705



Female group formation in Mosa Khar (D.I. Khan)

Consolidated Position of DPM Graduates

2.3 Other Training and Skills Development Interventions

Based on partner CBOs needs, the following specialized training programmes were imparted:

Balochistan:

1. Exposure visit for CBOs of Sakran to CBOs of IbrahimHyderi and ILO-managed micro-credit projects in Khairpur district. This visit was arranged to provide hands-on experience.
2. A three-day workshop for CBOs of Sakran on credit management.
3. A training workshop for four AZTs on savings and credit.
4. A one-day seminar on malaria control for Zhob CBOs.
5. One member of Zhob CBO was sponsored training in pathological diagnosis of malaria and tuberculosis.
6. 21 CBOs visited two development projects to learn about the successes/failures and future sustainability strategies of these projects.
7. 3 CBO members visited Taraquee for orientation and carried out field visits related to low cost sanitation.

CBO – Capacity Building

Punjab:

1. Four workshops on “Gender and Development” for 33 CBOs of clusters of Wazirabad, Mandi Bahauddin, Kot Addu and Muzaffargarh.
2. Two workshops on “Poverty Alleviation” conducted for 15 CBOs of Kot Addu and Muzaffargarh.
3. A “sharing experience” visit was arranged for 9 partner CBOs to Ghotki cluster to study the impact of organic pesticide on crops and soil.
4. Workshops on Financial Management were provided to the CBOs of Mandi Bahauddin and Wazirabad cluster.

Sindh:

1. Prof. Dr. Tahir of Agriculture University, Faisalabad conducted a training in EM technology at Darsano Channo for the Malir cluster and visited betel leaf farms.
2. At Ghotki a seminar on the “Role of Networks in Development” was arranged in collaboration with RDOCC. 60 CBOs, 7 networks and Government officials of the area attended.
3. Facilitated the participation of Nasarpur Khais producers and marketing cooperative society (project # 305) at the workshop of hand-loom technology by Shirkatgah in Karachi.
4. Facilitated a two day workshop on strategic planning of Mehran Coordination Council at Mehar district, Dadu.
5. Facilitated a seminar on “Education in 21st Century” by Wadhela Baloch Social Welfare Organization at Malir.

2.4 Project Development Activity

Small-scale projects are identified during the DPM-3 process. Then the CBOs are supported by SPO teams and the projects are developed. These projects are then either presented to the regional project approval committee of SPO or forwarded to other potential donors.

Table 2.4 (a)

Region	# of Projects Developed	SPO Fund Approved	Other Donors
Balochistan	08	04 Awaited	04 Awaited
NWFP	10	05 Awaited	02 Approved & 03 Awaited
Punjab	08	05	3 Awaited
Sindh	15	04	05 Approved & 06 Awaited

CBO – Capacity Building

2.5 Project Monitoring Activity

The project monitoring activity is taken over by the programme staff. The Programme Coordinator, who facilitates the development of the project proposal takes over the responsibility of overseeing the implementation and subsequent monitoring. The Programme Coordinator-Monitoring stationed at National Centre Islamabad monitors the projects randomly. The monitoring activity taken over by the teams is as under:

Table 2.5 (a)

Region	# of Projects Monitored	# of Projects Completed (Funding)
Balochistan	13	04
N W F P	11	—
Punjab	14	01
Sindh	16	10
Total =>	54	15

2.6 Women's Emancipation Programme

In March, 1996 the multi-year strategic planning required formation of female groups. This would start in the same areas where male groups (CBOs) already existed. These parallel female organizations shall have an independent entity to play their role in sustainable development. In July-August, 1996 The Asia Foundation gave an initial grant under their PNI programme for female group formation in NWFP and an Associate Programme Coordinator was engaged to take up this challenging job for Takht Bhai, NWFP. Based on this experience SPO has decided to launch the Women's Emancipation Programme throughout Pakistan with the following objectives:

- Empowering women through their organizations
- Supporting women's participation in development activities
- Facilitating women's access to social services and credit.

In October, 1996, a position of Director-GAD was created to lead the programme in all the regions of SPO. The position of Associate Programme Coordinator in Punjab was created in March, 1998. The Asia Foundation supported programme is in place in two regions i.e. NWFP and Punjab. The accomplishments are as under:

NWFP:

- In the reporting year 6 new female groups have been organized.
- 15 groups in Takht Bhai and 2 in Swabi have been mobilized to form a proper female organization.

CBO – Capacity Building

- DPM training has been started for 4 female organizations (2 from Takht Bhai & 2 from Swabi).
- Orientation visits for 4 female organizations from Takht Bhai to Fruit & Vegetable Development Board (FVDB) and one female organization involved in preservation and processing of fruit & vegetables has been linked with FVDB.

In short, four female organizations in NWFP are in the transformation stage to Female Development Organizations (FDOs).

Punjab:

Women of 9 villages were mobilized and 9 female groups with 15 members each were formed. These groups have been sensitized about the importance of women's organizations, the role of women in their own development and provided training in enhancement of women's self confidence, communication skills and other team building skills.

Apart from this, the Balochistan and Sindh teams have taken up the activity as a part of the front-line strategy of SPO.

Balochistan:

Two CBOs of Lasbela and Kalat were encouraged to mobilize for female groups formation within their communities.

Sindh:

Thirteen female groups have been mobilized in Ghotki (3) and Malir (10) during the year. While 8 groups of Ghotki have been transformed into 8 female development organizations and a pre-DPM workshop has been held with 9 female organizations of Malir district.

SPO and Wadhela Baloch Social Welfare Organization jointly organized a seminar on "the Role of Women in Development" at Malir, where about 350 women participated in the seminar.

The women's emancipation programme is in infancy but the coming years offer good prospects for this project.

2.7 Support to Clusters and Coordination Councils

The support of clusters is an activity which is taken up when the cluster of partner CBOs completes the cycle of DPM and intends to replicate the process of capacity building. The SPO team facilitates the process of maturity of the activists to put them on the centre stage of development in their respective areas. In 1996-97 SPO strategized

CBO – Capacity Building

a “Self Sustaining Strategy” which helps the clusters to transform themselves into “Participatory Development Coalitions” (PDCs).

These umbrella bodies will undertake the following activities:

- To share information
- To organize need oriented training, including DPMs
- To create networks for groups with major NGOs and support organizations
- To take up joint projects for the Social Action Programme
- To participate in the area development dialogues and consultations with Government line departments, donors, etc.
- To advocate the cause of development with Local Bodies, Provincial and National assembly members and other stakeholders.

During the year in review (i.e. 1997-98) the following activities were performed:

In Balochistan, the Lasbela cluster was developed into a PDC. The PDC comprises 9 CBOs.

In NWFP, the Nowshera PDC was formed by the cluster CBOs and preliminary orientation of Kohat cluster was carried on to transform it into a PDC. The LRP of Swabi was trained as trainer to take a leading in the DPM training for new CBO members. The Takht Bhai PDC arranged DPM training for their new partners with the help of SPO team.

In Punjab PDCs are established in Kot Addu, Muzaffargarh, Wazirabad and Mandi Bahauddin. The PDCs were facilitated to help establish their roles and responsibilities related to their workplans. Technical assistance was given to these PDCs to develop projects for the Social Action Programme (PDP component).

In Sindh, PDC of Malir (Malir Information Unit) was established and facilitated in goal setting and strategy formation. The PDC of Ghotki (RDOCC) was facilitated to extend its membership through a partner selection process.

2.8 Networking & Linkages

SPO develops partnership plans with its partner CBOs in order to build their capacity and subsequently help transform them into independent development organizations. Networking with other NGOs and with specific networks e.g. GAD Network, helps to build

CBO – Capacity Building

confidence and which enables the grass-root CBOs to share their learning, experiences, challenges and threats with regional/national NGOs.

The next step is the development of linkages between the CBOs and Government line departments, international NGOs working in Pakistan and donors. SPO believes that on the successful completion of this step the CBOs become empowered as independent entities to sustain themselves.

During the period under review the accomplishments are:

Balochistan:

- Fourteen CBOs were provided orientation regarding the role and objectives of the Balochistan NGO Forum (BNGOF) in order to seek the membership of the provincial forum.
- SPO facilitated a IUCN district consultative meeting at Pishin where training need assessment for environment was carried out with 21 CBOs of the district.
- Eight CBOs were linked with Balochistan Rural Water Supply & Sanitation (BURWAS) for hardware supplies for the construction of latrines in their areas.
- Six CBOs were linked with Quetta Water Supply & Sanitation section of LGRD for their area projects.
- One CBO was linked with the Agriculture Department of Balochistan for technical support.
- Four CBOs were linked with the Canada Fund for the funding of their projects.

N W F P:

- The clusters of Nowshera, Takht Bhai, Swabi-C and Takht Bhai-B were linked with the Planning & Development Department of the Government of NWFP for future partnership in the Social Action Programme.
- A partner CBO member was selected for the Dir SAP Committee.
- A Partner CBO was linked with IUCN and another CBO with CIP - infrastructure project in Takht Bhai.
- Eight CBOs of Nowshera were linked with Pak-CDP for sanitation project.
- Eight CBOs of Nowshera were linked with the National Coalition on Child Rights (NCCR) for the survey and seminar on child rights.

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Punjab:

- This year the SPO Punjab office is the coordinator for the Punjab NGO Coordination Council. The Council was strengthened by the induction of new members especially from rural and urban areas outside of Lahore and Multan.
- Linkage meetings were arranged for Mandi Bahauddin, Muzaffargarh and Kot Addu clusters with the DHOs of their districts to associate the CBOs in health committees for rural health centres.

Sindh:

- A two-day workshop on Poverty Alleviation and Resource Mobilization was conducted by SPO-Sindh for NGO activists and officers of the Social Welfare Department from five divisions of Sindh.
- SPO-Sindh organized a colloquium on development in rural Sindh in collaboration with Development Forum & FES of Germany.
- SPO and Sindh NGO Federation conducted one day orientation workshop on “National Drainage Programme”. Representatives from World Bank, Government of Sindh’s Irrigation Department and NGOs from all over Sindh participated.
- A workshop on the “Role of NGOs in Government Projects” was organized by Rural Academy LGRD, Tando Jam and was facilitated by SPO team.
- A workshop on “Network and Advocacy” was organized by SAP (Pak) at Khuzdar, Balochistan and was facilitated by PC-Male Sindh.

Education for All

3.1 Village Education Programme (Mekran, Balochistan)

The Village Education Programme in Kech District, where a total number of 8 clusters have been established with 42 Anjuman Zanana Taleem (AZTs) and 53 Nookan Sabah Schools. So far in these schools 640 women have completed their primary education. Another batch of 151 women is in the process of completing the primary level.

This year was not a good one for Mekran because most areas of Mekran were hit by floods which were destructive and disastrous. SPO played a very vital role in rendering relief and comforting the affectees. Medical camps were set up and item of daily use and food were also provided.



Inaugural ceremony of Village Education Programme (Community Education Training Centre)

SPO linked Kalatuk AZT with TVO (Trust for Voluntary Organizations) and a project regarding production of dates was approved. A Seed Project for Dasht area has also been approved by OXFAM.

Community Motivation and Planning:

Thirteen villages were identified in two identified clusters of Pidark and Gokhdan. Observational visits were made, baseline information collected and male and females sparks (activists) were identified.

Formation and Capacity Building:

AZT Formation:

11 AZTs have been established in the year (1997-98), these are:

Cluster	Name of AZT	Total Member	Date of Formation
Pidrak	Jammak East	16	04-Sep-97
	Jammak West	20	04-Sep-97
	Sari Kalag	28	04-Sep-97
Gokhdan	Solani	26	05-Sep-97
	Gowarkoop	24	19-Sep-97
	Danook	23	22-May-98
	Bahman	22	22-May-98
	Kallag	21	03-Jun-98
	Gokhdan	21	07-Jun-98
	Dan Dal Dun	20	16-Apr-98
	Dazen	27	19-Aug-98

Education for All

Education Planning & Management (EPM) Workshops:

Four EPM workshops to build the capacity of the cabinet members of AZTs have been conducted during this year. The details are as under:

EPM	Name of Cluster	# of AZTs	# of Participants	Workshop Dates
I	Pidrak	05	46	Sep 29-Oct 1, 97
II	Pidrak	05	47	May 5-6, 98
III	Turbat	05	45	Aug 30-31, 97
I	Gokhdan	06	38	Jun 23-25, 98
Total		21	176	

The knowledge and skills imparted in EPM workshops were on:

- information gathering
- managing meetings
- record keeping
- recording minutes of the meeting and documentation
- managing and monitoring the education process
- participatory decision making skills
- conducting village surveys

Education Process Implementation:

Teachers' Training:

22 teachers were trained for the accelerated non-formal primary education for adults using modules of ABES. There were six female teachers out of 22. The teachers who participated were identified from AZTs of Singanisar, Absar, Shahi Tump, Shapuk, Sami, Omarikahn, Dan Dal Dun, Gowarkoop, Solani, Jammak East, Jammak West.

Literacy Centre Established:

In the reporting year, 15 new centers for literacy classes were established in Pidark, Turbat, Sami, and Tump clusters.

Monitoring of Education Centres:

The monitoring of all existing centers were carried out on a monthly basis. A total number of 112 monitoring visits were paid to 38 existing schools and 15 new schools.

Education for All

Cluster Teachers' Meeting:

Teachers' meetings were held in seven clusters.

- To share experience and identify problems faced in teaching.
- To share new methodologies explored.
- To review progress of the school and physical (logistical problems) of the school.

Literacy Statistics 1997-1998:

- 263 females completed functional literacy.
- 180 females completed class 3rd.
- 246 females completed class 4th.
- 125 females completed class 5th and they are Primary pass and are looking for the ratification of their certificates.

Transformation of AZTs into Female Development Organizations (FDOs):

Registration:

13 AZTs registration papers were completed and submitted to Director, Social Welfare Department of Balochistan Quetta. They are: Samadabad, Malik Abad, Nasirabad, Korjo Mir Essa, Tump, Lallain, Kalatuk, Absar, Shapuk, Omarikahn, Pullani, Gaibon, Sami.

8 AZTs Samadabad, Malikabad, Nasirabad, Korjo, Tump, Lallain, Kalatuk and Absar got registration and other applications are under process.

Bank Accounts:

To date 22 AZTs have their Bank accounts and the total saving of AZTs is Rs. 1,58,078. In this year only one AZT Absar could open its account in the bank. Bank officials are demanding the photographs of signatories and AZT members do not agree to provide their photographs. Due to this reason, the bank account could not be opened. Negotiations with the bank officials are continuing.

Projects:

Four micro-credit projects are in the implementation stage and are running very smoothly. 34 females are engaged in small businesses which are aimed at uplifting their socio-economic conditions. The recovery rate of the loans is 100 percent and on time.

Education for All

Project Proposal Development:

A project of Cottage Based Date Processing and Packing was approved by TVO through linkage of SPO-VEP. The amount of project support contributed by TVO is Rs. 539,200 and the first installment of Rs. 448,000 has been released. The project would be very useful for income generation through marketing of dates. The project would prove to be a turning point for the people of Kalatuk and their socio-economic up lift.

Micro-credit Training:

This training was conducted for the credit committee members of AZT Balicha, Raisabad, Mirabad, and Nazarabad on 2-3 August 1997 at Balicha. Mr. Mukhtiar Chalgari had facilitated the training workshop. 20 AZT members of 4 AZTs participated in this training.

Special Events:

International Literacy Day: On September 8, 1997 the International Literacy Day was organized in collaboration with the AZT Absar at Absar Turbat. 250 local women and Turbat cluster AZT cabinet members participated.

Golden Jubilee Celebration: was conducted on August 14, 1997 with the collaboration of the Social Welfare Department and Government Girls Model High School, Turbat. Ghulam Mohammed Taj, Commissioner Mekran was the chief guest. He appreciated the efforts of SPO for the motivation and mobilization of females of the area.

Gender Assessment Survey: From October 06 to November 07, 1998, the Dutch Embassy conducted a Gender Assessment survey on reproductive health by the consultants of ETC. VEP's two Programme Coordinators joined this survey. The consultants were facilitated in terms of human resources and logistics.

LID Conference-Quetta: (Oct. 17, 1997) Two AZT members Mrs. Noor Jehan of Samadabad and Ms. Nusrat Sayed of Singanisar Turbat participated in the Local Initiatives Development Conference organized by SPO Quetta, Balochistan.

CBOs and World Bank Dialogue and LID Conference, Islamabad: Three AZT members, Jangul from AZT Shahi Tump, Miss Zalya from AZT Nasirabad and Ms. Shakar Jan from AZT Pullani participated in the World Bank and CBOs dialogue and also attended the LID Conference in Islamabad.

Education for All

Inauguration Ceremony: The Female Community Education Training Centre was formally inaugurated on 11th December 1997 by Mr. Hiroyasu Kobayashi, Minister of Japan Embassy Islamabad. SPO Programme Staff, SMC members from all regions, some of the Chairperson and BOD members were also present on the occasion.

Certificate Distribution: The certificate distribution ceremony for those who have literacy in Turbat and Sami clusters held at VEP on 17 June 1998. 177 females who have passed the literacy class were awarded the certificates. Speeches were delivered by AZT members (literacy graduates). Mr. Arif Hussain, Commissioner Mekran Division was the Chief Guest.

Health Seminar: On 21 June 1998, a Health Seminar was held at Jammak, Pidark cluster on mother and child health care, preventive health care, benefit of breast feeding and family planning. 60 women of far-flung and backward areas of the Pidark cluster participated in this seminar.

Linkages:

- The Dutch Embassy and the Marie Stopes Society launched the Reproductive Health Survey of Mekran. It was facilitated by SPO-VEP. Support through human resources and logistics was given.
- IUCN Balochistan held a one-day workshop for males and females on the environment, district consultation at Turbat. SPO facilitated both workshops which were conducted at the VEP Training Hall.
- A Delegation of the Aurat Foundation held a meeting on the public awareness about the census issue. The group was facilitated by SPO-VEP.
- Five AZTs were linked with BURWAS and 50 latrines were received for AZTs.
- Solani and Absar AZTs were linked with the Regional Cooperation Development Centre. One Community Girls Primary School at Solani has been opened through this linkage and a second one is under process.

Education for All

- Kalatuk and Nasirabad AZTs were linked with TVO. A Cottage-based Dates Processing and Packing Project proposal was developed and presented. The project was granted to AZT Kalatuk through this linkage.
- Linkages with OXFAM were developed during flood relief activities. OXFAM was contacted with a request to support flood affected people in the rehabilitation phase. VEP prepared a proposal for a Seed Project and the proposal was submitted to OXFAM for support. The affected people of four villages of Dasht: Hassadi, Bisholi, Tolagi, and Pirani Lumb. The project was approved.
- The disastrous high flood of 3rd March played havoc in villages located on the banks of Kech, Nihang and Dasht rivers in Mekran Division. A number of houses, kareezes, open surface wells, irrigation and water supply schemes, roads, bridges were either washed away or severely damaged. The flash flood not only destroyed infrastructure, but also swept away 33 people. Hundreds of livestock were also lost and thousands of acres of land damaged. The people of Mekran have never before experienced such a terrible flood.

SPO-VEP has been involved in flood related assistance and relief work. In collaboration with Hands, Sindh Graduates Association, Baanhn Beli and private donors, 23 medical camps were conducted in different villages where 2209 patients were provided medical assistance and medicines. 1153 families were provided food stuff and other items. 2500 plastic water containers were also distributed to the flood affected people. Action Aid provided financial support to the flood relief operations.

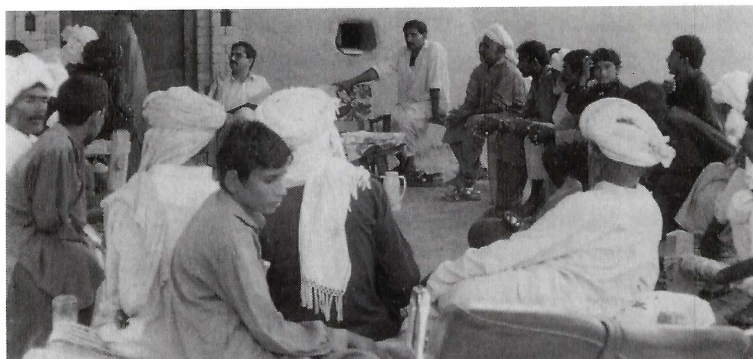
3.2 Integrated Basic Education Programme (IBEP), Nowshera, NWFP

Objectives:

Strategic Objective:

To mobilize public support for the promotion of female literacy and motivate local communities to participate in community based literacy centres.

Education for All



Conflict/Problem solving meeting in Hazara Pakkah (Ammal Project)

Specific Objectives:

- To advocate the active involvement of local councillors, communities and other local leaders regarding the promotion of basic education for girls.
- To increase awareness of the communities about Non-Formal Education for girls in 30 communities.
- To form, train and link Village Education Committees (VECs) in 30 communities.
- To develop a community based monitoring system.
- To develop the community supported education concept.

The Asia Foundation:

The project was launched on the understanding that UNICEF will continue the funding but due to a change in UNICEF's strategic plan the funding could not be assured after June, 1996. This project was in the initial stages and needed support. The proposal was then submitted to The Asia Foundation for further support. The Asia Foundation agreed to support this project for a further 18 months effective July 1, 1996 to December 31, 1997.

At the end of the project, 16 schools were taken over by the Directorate of Primary Education as regular primary schools and 13 schools were taken over by PAL's World, an NGO created by the corporate sector.

3.3 Community Based Schools - Ammal Project (Dera Ismail Khan, NWFP)

The CBS Ammal Project is a replication of IBEP of district Nowshera. The project is located in district D. I. Khan and commenced on 1st April 1998 with financial assistance from the Department for International Development (DFID), United

Education for All

Kingdom. (Ammal is a Pushto word that means “active participation”).

The mission statement of this project is to “involve mothers actively in the process of organizing sustainable, good quality education for their daughters in their own village”.

The goal of the project is to “improve enrolment in and quality of primary education with emphasis on increasing access for girls” with the sub-project goal to “increase the proportion of education services for girls delivered by community based schools in district D. I. Khan”.

The project is divided into 2 phases as follows:

Phase-I: Total Schools 10-15

Duration: 1st April, 1998 - 31st March, 1999

Students: A minimum of 400 students shall be on the active roles by 31st March, 1999 of which at least 80% will be girls.

Phase-II: Total Schools Min. 25 Max. 30

Duration: 1st April, 1999 - 31st March, 2001.

At the beginning of this project a 5 day workshop was held so as to clarify the role and responsibility of each partner. The main objectives were:

- To make a strategy for the implementation of the project
- To remove the weaknesses of the project by sharing experiences
- To make a strategy for the linkage with the line department
- Set criteria for the community based schools
- To share roles and responsibilities of DFID, SPO and Education Department
- Develop a strategy for the general survey.
- A detailed action plan will be developed on the basis of the above objectives.

The office of the project has been established at Dera Ismail Khan. The following activities have been completed during the reporting period:

- General survey of district D. I. Khan.
 - The Ammal project's Programme Coordinator and Field
-

Education for All

Officers conducted an orientation visit of the non-formal literacy/education centres in VEP (Mekran) and Sindh.

- ❑ A Strategic Planning Workshop was organized in Peshawar to design the project with the help of DFID.

SPO teaching and programme staff participated in the following training activities:

- ❑ REFLECT training in Abbottabad by Action Aid
- ❑ Training for Master Trainers (TOMT) at Islamabad
- ❑ Two days workshop on education organized by DFID at Peshawar
- ❑ DPM-II training in Peshawar
- ❑ 5 days implementation workshop by DFID at D. I. Khan.
- ❑ A core group was formed, consisting of DFID, Frontier Education Foundation and Primary Education Department to provide an advisory role in the implementation.

3.4 School Sudhar Programme (Ubaro, Tehsil Ghotki, Sindh)

Chief Executive, SPO met with the representatives of British Gas on April 15, 1996 and discussed the possibilities of funding for the Social Welfare School Sudhar Programme in district Ghotki through SPO-Sindh, especially for the improvement of girls education centres.

British Gas International, Islamabad approved Phase-I for the School Sudhar Programme to support all the girls schools of tehsil Ubauro of district Ghotki through the coordination of SPO-Sindh to the following 22 schools through which 2,294 students have been benefited:

- ◆ 1 Girls High School with 586 students
- ◆ 2 Middle Girls School with 73 students
- ◆ 19 Primary Girls Schools with 1,635 students.

This provision was based on a detailed survey of each school's needs and includes furniture, equipment and repairs to the buildings as outlined below:

- ◆ 165 desks & benches
- ◆ 50 Teacher's chairs
- ◆ 40 Teacher's tables
- ◆ 15 black boards
- ◆ 16 full size steel almirahs

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- ◆ 5 hand pumps
- ◆ 11 water motor pumps with complete ground water connection and line fitting up to school water tank
- ◆ 37 Gold Star full size ceiling fans
- ◆ 36 tube lights with complete fitting
- ◆ Completed necessary repair in 22 schools for bathrooms, roofs, walls and floors
- ◆ Completed white wash and colouring of one Girls High School, one Girls Middle School and three Girls Primary Schools of Ubaro and Kamoon Shaheed.
- ◆ Supported one Community Based Organization to construct a one room Community Girls School at village Jind Wada Shar, tehsil Ubauro, district Ghotki.

After the completion of Phase-I, British Gas International, Islamabad approved Phase-II for School Sudhar Programme to support the following eight Boys Schools of tehsil Ubauro of district Ghotki through which 5,170 students have been benefited:

- ◆ 4 Boys High Schools with 4,482 students
- ◆ 3 Boys Middle Schools with 645 students
- ◆ 1 Boys Primary Schools with 45 students.

Phase-III which is currently underway is intended to upgrade equipment, furniture and buildings at 33 primary schools of tehsil Ubauro.

This partnership with British Gas has provided an opportunity to SPO to prove that NGOs can enter into all types of development work including taking responsibility for areas which may be the primary responsibility of the State.

Local Initiatives in Development (LID) Conferences & CBO-World Bank Dialogue

The experience of SPO has shown that CBO needs are not limited to physical or financial; needs such as project funds, roads, health centres, income generating schemes, etc., but a wider and more general need is for the creation of an enabling environment which includes access to information, effective channels of communication between CBOs and government departments, NGOs and donors; access to better and more efficient ways of working i.e. human resource development and skill enhancement and freedom from unnecessary political and local interference.

4.1 Conferences on Local Initiatives in Development

The concept of the dialogue was developed in 1996. The main objectives of the dialogue were:



Conferences on Local Initiatives in Developments

1. To provide a forum to three partners (CBOs, Government and donors) of the development process to initiate dialogue for the creation of a sustainable development process.
2. To share information on initiatives already taken by CBOs and their community members in addressing their development needs and to involve them in sustainable development activities.
3. To build networking between CBOs, Government departments, donors and support agencies.

The first national dialogue was held on November 10, 1996 at Islamabad. Mr. Omar Asghar Khan, a founder member of SPO in his concluding remarks pointed out the following issues to be focussed during the group discussions:

- The three key partners of the development process need to sit

Local Initiatives in Development (LID) Conferences & CBO-World Bank Dialogue

together to clarify their role and responsibilities and capacitate their concerned staff or members for effective implementation. He quoted the example of the National Conservation Strategy (NCS) in which during the development stage three partners were consulted and roles and responsibilities of each partner were spelled out clearly.

- The unfriendly attitude of the Government is another issue (e.g. the draft NGO Bill) which makes the NGO working environment unsettled and creates political hinderance and financial problems within each organization.
- Operational procedures of the Government, donors, NGOs and CBOs need to be transparent and accountability must be ensured at every step.
- Strategies need to be developed for gradual withdrawal from donor dependency.
- Networking can play a vital role in the development scenario, but it's positive and negative aspects need to be analyzed and understood by each partner. A code of conduct needs to be developed.

SPO took up the challenge to organize the provincial dialogues in each provincial capital.

The Chairperson of SPO, Mr Javed Jabbar helped secure participation of the Provincial Governors and one Chief Minister and Ministers and attended each of the above 5 Conferences and provided the Board's policy perspective on the Conference theme and concept.

May 12 & 13, 1997: LID Conference was held in Lahore. Mr. Shahid Hamid, Governor of Punjab inaugurated the conference and the concluding session was presided over by Sardar Zulfiqar Ali Khosa, Senior Minister of the Government of Punjab as also by former Caretaker Prime Minister, Malik Meraj Khalid.

August 28-30, 1997: LID Conference was held in Karachi and was inaugurated by Lt.Gen.(retd.) Moinuddin Haider, Governor of Sindh and the concluding session was presided over by Mrs. Mehtab Akbar Rashdi, Secretary, Social Welfare, Women Development and

Local Initiatives in Development (LID) Conferences & CBO-World Bank Dialogue

Environment.

September 26 & 27, 1997: LID Conference at Peshawar was inaugurated by Lt.Gen.(retd.) Arif Bangash, Governor of NWFP and the concluding session was presided over by Senator Dr. Rehan.

October 14-15, 1997: LID Conference at Quetta was inaugurated by Mian Gul Aurangzeb, Governor of Balochistan and the concluding session was presided over by Mr. Mohammad Akhtar Mengal, Chief Minister of Balochistan. The High Commissioner of Canada, Marie was also a Guest of Honour.

These conferences generated a lot of interest amongst the stakeholders and a galaxy of CBO-NGO activists, Government officials, donor agency representatives and political workers. Members of the SPO General Body and the Board of Directors also attended the conferences and took part in group discussions.

The recommendations of these conferences are recorded on the following issues:

1. CBOs/NGOs/Government Mutual Cooperation/Local Cooperation
2. Social Action Programme (SAP)
3. Basic Education
4. Basic Health
5. Women's Development
6. Environment
7. Agriculture and Livestock
8. Unemployment

After the completion of the dialogues in the provinces the final dialogue "LID - Learning and Growing" was held in the National Library Auditorium, Islamabad on November 29, 1997. His Excellency Sardar Farooq Ahmad Khan Leghari, President of the Islamic Republic of Pakistan inaugurated the Conference. The technical session was chaired Mr. Masood Ahmed Qazilbash, Chief Coordinator, Social Action Programme in the Planning Division of Government of Pakistan. Six ministries namely; Local Government, Education, Health, Environment, Social Welfare and Planning were represented. The officials presented policy papers on community participation in development through CBOs and NGOs. 24 CBOs were represented. The activists participated in all the sessions to

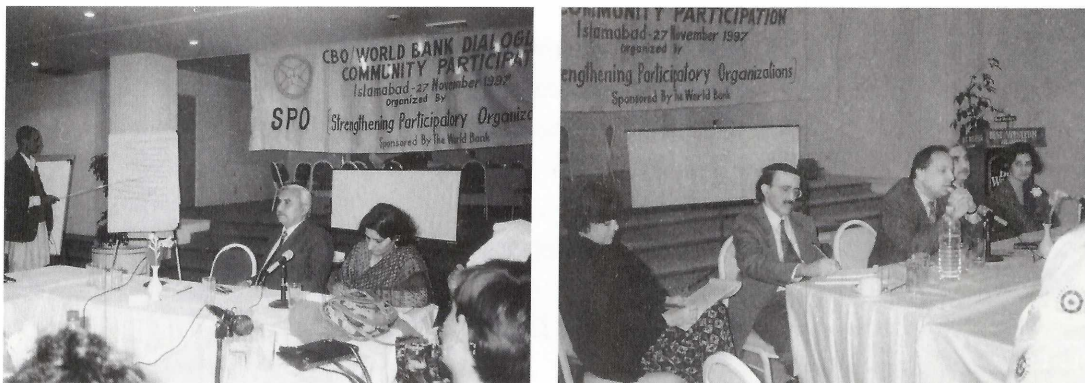
Local Initiatives in Development (LID) Conferences & CBO-World Bank Dialogue

better understand the Government's programmes. The capabilities of these rural CBOs representatives were highly appreciated by Government functionaries and participants.

4.2 CBO-World Bank Dialogue

SPO organized the CBO-World Bank Dialogue on November 27-28, 1997 in Islamabad. Mr. Sadiq Ahmed, Country Representative World Bank inaugurated the dialogue. Ms. Seema Baloch, Ms. Tahseen Syed, Mr. Abid Hussain, Mr. Usman Qamar and Dr. Zia-ul-Jalali represented the Bank and presented the World Bank programmes like Social Action Programme (PDP), National Drainage Programme, On-farm Water Management Programme and Poverty Alleviation Programme. The overall objective of the workshop was:

“To provide an opportunity for the staff of the World Bank Mission in Pakistan to share with representatives of rural CBOs and practitioners of participatory development, the development initiatives being supported and financed by the World Bank and to learn from their experience at the grass-roots level.”



CBO-World Bank Dialogue in Community Participation

Mr. Sadiq Ahmed, Country Representative of the World Bank in Pakistan explained the perspective of the World Bank on community participation.

The World Bank defines community participation using three characteristics:

- i) The stakeholder's involvement and cooperation for effective development.
- ii) The people who play a role in development must be involved in

Local Initiatives in Development (LID) Conferences & CBO-World Bank Dialogue

decision making.

iii) The stakeholders should own the work.

The CBO perspective on community participation was given by:

- Ms. Shakar Jan, AZT Phulnai (Ketch)
- Ms. Riasat Begum, IBEP Nowshera.

The World Bank perspective on community participation in NDP and OFWM was presented by Mr. Usman Qamar. He described the strategy of the World Bank as:

“The system should be decentralized unlike the existing situation. The system should be implemented at the grass-roots level. Boards should be formed at provincial level and as well at village level. The farmers will maintain the irrigation channels system. This system would work better as the farmers are responsible and accountable to other farmers depending upon the same channel.”

The community perspective on water-logging and salinity was presented by Ms. Shakila Jiskani (Ghotki district).

- Mr. Abid Hussain briefly explained the concept of the Poverty Alleviation Fund.
Mr. Amir Aftab from Guniawala (Wazirabad) presented the community experiences on micro-credit.
Ms. Abida Baloch from Landhi (Malir district) presented the community position on poverty alleviation.
- The session on the Social Action Programme was conducted by Ms. Tahseen Syed. Ms. Seema Baloch spoke on the SAP Participatory Development Programme and Mr. Waris Khan of Jalala, Takh Bhai (Mardan district) presented the experiences of SAP-I on behalf of the communities.

Learning Information System (LIS)

Development of the LIS started in 1995, with each phase being tested and fine tuned several times before finalization. The development to date means that now the core of the system is off the ground and has started to provide useful information. From July 1997, the progress of LIS is as follows.

5.1 LIS Phase-I (Activity Tracking and Month/Quarter End Reports)

- The baseline data on tracking the activities of 254 CBOs (1991 to June 1997) was collected and updated from the regional centres by the end of September 1997.
- The format for regular monthly reporting was revised and explained to the regional offices. In the new format the name of each CBO is recorded against each activity.
- Coding of each CBO/Cluster was developed and provided to the regions on 5th July 1997.
- A consultant from Cowater visited all the regions to verify and re-check the information provided by the regions to LIS. This exercise helped to make sure the accuracy of data.
- At present, LIS phase-I is fully functional and is able to record the data and to produce the reports.

5.2 LIS Phase-II (CBI data collection on three stages)

- Input format (Questionnaire) for Indicators' data was translated in Urdu. After sharing with the regions it was finalized and provided to the field staff in July 1997.
- The reporting tool of the CBO's Indicators Information is also revised. After detailed discussion with the regions in PRM of December 1997 at Turbat, a comprehensive "CBI Assessment Form" was developed which provides information on main indicators with measurements for levels 1-10. The previous questionnaire (with approximately 100 questions) will be used guidelines to extract the data. A common understanding is also developed for assessment.
- It was decided that baseline data for phase-II be collected by LRPs. So far, the Punjab region has provided all the data on Indicators and has been entered in the software. After the verification with regional staff, the output reports will be produced in July 1998. The data collection from other regions is in process.
- Previously LIS software was developed in MS-Access. It was reported by the old LIS staff member and also observed that

Learning Information System (LIS)

database works very slow in MS-Access because it requires fast machines which are presently not available at SPO. Now, the database is redesigned in MS-Foxpro to continue with 486 & 386 machines till the upgradation of computer equipment. As the software was redesigned, extra efforts were made to make it user friendly. This will also make it easy to regionalize the software in future. A single user interface is provided for all phases.

5.3 Review of Capacity Building Contact Cycle Activities

The CBO Capacity Building Contact Cycle was reviewed and updated to build common understanding between all programme staff in 9th PRM held in Islamabad on 15-17th July 1998. The contact cycle includes 39 activities (See annexures). These are presented in 10 groups for easy comprehension.

1. Area Survey for CBOs Selection:

The Contact Cycle begins with a survey of suitable areas in the country. Areas where SPO already has contacts are given preference. Support and information from other CBOs is requested to study the accessibility and the law and order situation of a particular area. Efforts are also made to find out whether other support agencies are working there and whether there exists any secondary baseline data prepared by other agencies. The role and communication of the area with the Social Welfare Office is another element that is taken into consideration while assessing whether SPO's potential for the area and whether there is good potential for positive replication of the SPO capacity building programme.

2. Identification, Assessment and Selection of CBOs:

The next step is identification of potential partner CBOs which are situated with access to each other. This step relies on extensive field work, personal scouting of the area, meeting with potential CBOs, reviewing existing documentation of local groups and assessing if the selected groups will be receptive to the SPO programme.

A list of CBOs in the area is prepared and invitations to SPO's "orientation meeting" are sent to all organizations on the list. Attendance, interest and response exhibited by the CBOs at these meetings and the mutual information shared helps in assessing the CBO interest in SPO. There are direct one-to-one meetings between SPO and individual CBOs as well as group activity with several

Learning Information System (LIS)

CBOs to develop a rapport.

At this stage, a Rapid Organizational Appraisal (ROA) is undertaken with each CBO. The ROA includes institutional mapping, socio-economic profile of the area, organizational history of the CBO, historical prospective of the CBO and comparison with other development ventures in the area. This step concludes with the mutual selection of about six to eight CBOs to participate in the Contact Cycle as a cluster.

3. Cluster Formation, Initial CBI Assessment & PP:

CBOs selected to participate in the Contact Cycle are then organized into a cluster. SPO Programme Coordinators and CBOs prepare a Partnership Plan (PP) adapting to the needs of each of the selected CBOs through a process of initial Capacity Building Indicators (CBI) assessment or the Participatory Organizational Review (POR).

In the process of initial CBI assessment, there are 12 capacity building indicators for which CBO is assessed for its level. On the basis of results, CBO falls in one of the following levels (See annexures).

- a. Community Based Organization (CBO)
- b. Some Community Based Development Organization's (CBDO) qualities
- c. CBDO with some inadequacies
- d. Operational CBDO
- f. Ideal CBDO

The POR process includes checking on the desirable qualities, essential qualities and "killer" characteristics in order to help CBOs realize their strengths and weaknesses and also help them understand their optimum potential.

4. Capacity Building (Development, Planning and Management):

The PP sets in motion a cycle of training in Development Planning and Management (DPM), technical assistance and feedback, networking, linkages, funding of selected projects accompanied by continuous monitoring and follow-up. The DPM training modules were developed in 1992 and have since been improved upon in the light of CBOs needs and SPO experiences gained in the field. DPM courses are designed so that CBOs become thoroughly familiar with

Learning Information System (LIS)

development concepts and approaches; and develop appropriate skills in organizational management as well as project planning, development, implementation and monitoring. These skills are essential if CBOs are to play an active role in their community's development. SPO also provides funds for small projects that have been conceived and developed by the CBO thus putting into practice the skills acquired during DPM. Technical assistance and back-stopping is provided by SPO during project implementation to ensure that these CBOs get the most out of these small projects in terms of capacity building.

As part of the capacity building training, SPO provides to its partner organizations a one time small grant called Choti funding which is primarily used by the PO to plan, carry out and manage a priority project in the community thereby giving the PO members an insight into project planning and management. The amount of Choti funding has been fixed at Rs. 10,000 per PO and is given to all the POs that are given DPM training.

5. Post DPM CBI Assessment:

After the completion of the DPM cycle, the CBI assessment exercise is repeated. At this stage the process is completed by using the participatory approach. Both SPO and CBO representatives are mutually agreed on the results of this exercise.

After the post DPM CBI assessment, the results of the baseline survey and post DPM are analyzed and the factors of exceptional success or failures are shared with SPO programme staff in all regions.

6. PDC Formation:

A PDC is a body constituted primarily of DPM graduate CBOs in a cluster to provide for better support/coordination of clusters and its expansion of development on a sustainable basis. The PDCs are seen as providing another kind of opportunity for SPO to expand its programme. The PDC's original 8-10 CBOs are only a fraction of the CBOs in the area needing support. The PDC is able to expand its number of CBOs beyond those in the original cluster. This is then not only a viable way of providing continuing support at less cost and involvement by SPO, it is also a way of increasing the numbers of CBOs which SPO is able to support albeit indirectly.

Learning Information System (LIS)

The main objectives of a PDC are:

- to replicate the DPM training with the CBOs who have not been trained by SPO;
- to update member CBOs on current development issues;
- to strategize joint interventions for environment protection, gender equity, human rights and legal rights of the marginalized poor;
- to disseminate information and organize forums on various issues; and
- to coordinate with other PDCs and make provincial and national forums for development activity.

7. Linkages/Networking:

Once a CBO Contact Cycle is completed, SPO begins to pull away to a point where the relationship with the CBO is limited to contact and networking. By this time, the CBO has attained the ability to manage its work independently, to carry out networking, linkages and training, and to share expertise within its own cluster as well as with CBOs in other clusters. The CBOs are also encouraged to develop linkages with donors, government departments and other support agencies/organizations for long term funding and sustainability.

8. Projects Activities (SPO Funding):

In addition to the Choti funding, SPO also provides limited financial assistance in the form of Project funding. The PO during its DPM training is expected to develop the capability to identify a priority need which is then translated into a project proposal for funding by SPO. A Regional Project Approval Committee comprising three BoD members from the region, the Chief Executive and the Regional Directors are responsible for project scrutiny, appraisal and approval. Once approved, the funds are provided from a special fund called the Social Sector Fund (SSF).

The primary purpose of Project Funding is to improve the ability and self confidence of community members to plan and manage their own development leading to increased advocacy and involvement. It also results in improvements in community infrastructure including health, water supply and education. In the context of self reliance, these projects help develop infrastructure, reduce dependence on external sources, impart practical project implementation skills,

Learning Information System (LIS)

increase experience and self confidence so as to enhance ability to organize similar projects in the future.

Due to limited financial and human resources, SPO can provide project funding to only a small number of POs. SPO does encourage and assist POs in soliciting funds from other donors to finance their high priority projects.

9. Female Groups:

SPO works on forming FDOs where there are existing CBO cluster and where those CBOs have endorsed the idea of the formation of FDOs in their community. The endorsement of the male CBOs helps the social organizers interact with women in the community. Experience has shown that if male members of the community object to such kind of intervention, the initiative does not achieve its objectives.

In addition, SPO intervenes only in areas where no other NGOs are working.

The Social Organizer works to identify different stakeholders in the community, introduce WEP, and obtain community endorsement for initiating FDOs at an initial stage. Once interest is expressed by the community, the Social Organizer goes on to identify common interests and conduct social mapping. The Social Organizer takes the role of facilitator assisting the FDO in developing its structure. Cluster formation takes place if viable, with exchange visits taking place between other female groups closeby with the expectation that FDOs within a cluster will organize joint initiatives.

10. Special Training:

SPO arranges special training for partner organizations on a need basis. SPO is in the process of designing and developing the following training modules to meet the most common needs of partner organizations.

- Financial Management Training
- GAD Training
- Environment Training
- Micro Credit Training

Project Funding and Monitoring

Project funding is part of the partnership plan with CBOs. The projects are developed by the CBOs, facilitated by Programme Coordinators and refined by the Regional Directors. The projects are then presented to the Regional Project Approval Committee.

The funding has been in the form of grants for development projects. During the period February 1, 1994 (date of inception of SPO as an NGO) till June 30, 1998, SPO has funded 12 income generation projects and 21 micro-credit projects. Micro-credit is a recent sector of work for SPO. The details of the projects are given as under:

Funds allocation report of Microcredit Projects

Period From Feb. 1994 to 30th June 1998

# of Micro-Credit Projects	Total Funds Approved	Funds Released as of 30th June, 1998	Business Development services offered to clients	Status of Projects
Punjab: 12	3,541,000	1,402,000	- Livestock management training - Agriculture cropping pattern - Marketing - Exposure visits - Book Keeping	- 1 Project is completed - 6 projects are running - 5 projects are in implementation phase
Sindh: 4	1,267,064	750,155	- Exposure visit - Agriculture - Book Keeping - Fish Farming	On going
Balochistan: (Lasbela) 1	250,000	205,000	- Book Keeping	On going
Balochistan: (Turbat) 4	318,000	318,000	- Exposure visit - Marketing	- 4 projects are on going
Total 21	5,376,064	2,675,155		

Funds allocation report of Income Generation Projects

# of Income Generating Projects	Funds Approved	Funds Released as of 30th June, 1998	Project Status
Punjab: 2	560,425	504,425	On going
Sindh: 4	1,516,000	1,159,000	2 projects are on going and 2 projects are completed.
Balochistan: 3	645,775	541,675	On going
NWFP: 3	1,187,277	623,367	2 Projects are on going and 1 project is approved.
Total: 12	3,909,477	2,828,467	

Project Funding and Monitoring

**Status Report of Microcredit and Income Generation
Projects of SPO
Period: From 1994 to 30 June 1998
Status Report of Microcredit Projects, Punjab**

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
004-399 Credit and Saving Scheme for Low income families, SWS Guniawala	425,000	425,000	Oct., 1995	Completed
004-004 Anjuman Nawjawanawan Fala-o-Behbood, Bosal Sukha. Mandi Bahauddin	498,000	374,000	Oct., 1996	On going
004-005 Credit Scheme for Low Income Women, Dhallay Wali, Sialkot	283,800	232,000	Nov., 1996	On going
004-009 Wasaib Taraqiate Programme, Akbar Welfare Society, Jehan Khan	220,000	119,500	Feb., 1998	On going
004-011 Credit Scheme for Small farmers, Low Income Families and Women, Anjuman Islah-e-Moashra, Basti Almani	280,500	120,000	Feb., 1998	On going
004-008 Sanjhi Taraqi Credit and Saving Scheme, Sarooki, Wazirabad	280,500	25,500	Feb., 1998	On going
004-010 Khushali Bachat Scheme Harya, Mandi Baha-ud-din	280,500	106,000	Feb., 1998	On going
004-012 Dehi Khushhali Scheme SWS, Mancher Chatta, Gujranwala	287,100		Approved on June, 1998	Implementation phase
004-013 Wasaib Sudhar Mansuba, Mutual Help Association, Muzaffargarh	136,400		Approved on June, 1998	Implementation phase
004-014 Umeed Pur Taraqiat Program, Cooperative Credit Society, Rang Pur. Muzaffargarh	282,700		Approved on June, 1998	Implementation phase
004-015 Credit and Saving Scheme, Anjuman Tameer-e-Watan, Basti Babrain, Muzaffargarh	291,500		Approved on June, 1998	Implementation phase
004-016 Income Increasing and Saving Scheme, Tanzeem Raza-e- Aama, Sahan, Mandi Baha-ud-din	275,000		Approved on June, 1998	Implementation phase
Total	3,541,000	1,402,000		

Project Funding and Monitoring

Status Report of Microcredit Projects, Sindh

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
401 Fishermen Credit & Literacy Project, Anjuman-e-Samaji Behbood Village Ibrahim Hydri, Karachi	350,000	200,000	July., 1996	On going
405 Revolving Credit Scheme for Farmers, Super Star Welfare Organization, Village Lakho Lanjari, Ghotki, Sindh	389,709	244,000	Nov., 1996	On going
5-005 Income Generation Scheme For Rural Women, Hussani Welfare Association, Dhingano Mahessar, Larkana, Sindh	178,000	100,000	Oct., 1996	On going
5-008 Increase Agro Production of Farmers, Shah Latif Development Organization, Village Razoo Mahar, Ghotki, Sindh	349,355	206,155	April, 1998	On going
Total	1,267,064	750,155		

Status Report of Microcredit Projects, Turbat, Balochistan

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
02/05-02 Credit Scheme, Anjuman Zanana Taleem (AZT) Balicha, Turbat Balochistan	105,000	105,000	Jan., 1998	On going
02/05-03 Credit Scheme, AZT Village Nazarabad, Turbat	93,000	93,000	Jan., 1998	On going
02/05-04 Credit Scheme, AZT Village Raisabad, Turbat	65,000	65,000	Jan., 1998	On going
02/05-05 Credit Scheme, AZT Village Mirabad, Turbat	55,000	55,000	Jan., 1998	On going
Total	318,000	318,000		

Project Funding and Monitoring



Inspection of Karaz Repairs Balochistan 1997 by CIDA desk officer



Exchange visit to tuty fruity project Malakand

Status Report of Microcredit Projects, Balochistan

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
02/006 Saving and Credit Management Scheme, Sakran Social Welfare Society, Lasbela	250,000	205,000	Aug., 1997	On going
Total	250,000	205,000		

Status Report of Income Generation Projects, Sindh

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
392 Agricultural Equipment Village Welfare Association, Tharecha, Larkana, Sindh	343,000	294,000	Oct., 1994	On going
406 Income Generating Scheme "Fish Farm", Gul Welfare Association, Village Aarab Mahar, Ghotki, Sindh	313,000	269,000	Nov., 1996	On going
5-007 Agricultural Equipment Al-Habib Social Welfare Association, Village Habib Kot Shikarpur, Sindh	552,000	452,000	Aug., 1996	On going
5-009 Income Generating Scheme For RDOCC "Fish Farm" Rural Development Organizations Coordinating Council	308,000	144,000	Jan., 1998	On going
Total	1,516,000	1,159,000		

Project Funding and Monitoring

Status Report of Income Generation Projects, NWFP

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
NWFP-402 Construction, Establishment and Maintenance of Broiler Poultry Farm, Safiabad, Takht Bhai, Mardan	456,978	418,508	May., 1995	On going
NWFP-2 Low Price Shop Young Welfare Organization, Maday Baba, Takht Bhai, Mardan	300,299	204,859	Nov., 1997	On going
NWFP-3 Purchase of Agricultural Equipment, Islahee Falahi Behbood Committee Togh Bala, Kohat	430,000			Implementation phase
Total	1,187,277	623,367		

Status Report of Income Generation Projects, Punjab

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
004-606 Women Utility Store, Al-Khidmat Society, Dajal	146,000	131,400	Feb., 1996	On going
366 Garment Stitching Unit, Mueen-ud-Din Pur, Gujrat	414,425	373,025	June, 1995	On going
Total	560,425	504,425		

Status Report of Income Generation Projects, Balochistan

Project #, Title & Name of CBO	Funds Approved	Funds Released	Project Started	Project Status
02/002 Broiler Production Welfare Association for new generation (Wang), Lasbela	214,275	214,275	Oct., 1996	Completed
02/006 Poultry Farm Gindhar Adbi Development Society, Kalat Balochistan	129,200	21,000	June., 1998	Implementation phase
Dairy Farm Beal Youth Social Forum (Regd.), Lasbela	302,300	306,400	Nov., 1996	Completed
Total	645,775	541,675		

Project Funding and Monitoring

**Funds approved from February, 1994 to June 1998
Projects funded by different donors,
Balochistan**

S. #	Name of CBO	Project	Name of Donor	Funds Approved
1	Anjuman Ithad Naujawanwan, Sort Mehterzai, Muslim Bagh	Channel Lining for Irrigation	Canada Fund	700,000
2	Anjuman Ithad Naujawanwan, Killi Gawal, Pishin	Karez Protection	Canada Fund	740,000
3	Rother Welfare Organization, Winder Lasbela	Saving and Credit Management	ILO	75,000
4	Welfare Association for New Generation (WANG) Bela	Saving and Credit Management	ILO	75,000
5	Bela youth Social Forum, Bela	Saving and Credit Management	ILO	75,000
6	Anjuman Ithad Naujawanwan, Ragha Sultanazai, Muslim Bagh	Delay Action Dam	Canada Fund	720,000
7	Lasbella People Social Welfare Organization, Uthal, Lasbella	Saving and Credit Management	ILO	75,000
8	Killi Sagan, Pishin	Karez Extension	Canada Fund	887,000

**Funds approved from February, 1994 to June 1998
Projects funded by other donors,
NWFP**

S. #	Name of CBO	Project	Name of Donor	Funds Approved
1	Young Welfare Organization Maday Baba, Takht bhai	Khagara Hospital (MCH Centre)	Canada Fund	277,000
2	Young Welfare Organisation Maday Baba (Takht Bhai)	Pavement of Drains in Maday Baba	RNE	325,000
3	Social Welfare Association Jalala, Takht Bhai	Sanitation (Construction of Twin Pit Latrines)	Canada Fund	653,400
4	Khado Khail Welfare Society Baja, Swabi	Nursery Raising and Plantation for SLU (Sustainable Land Use)	SNIO	300,000
5	Rashakai Social Welfare Organization, Rashakai Swabi	Nursery Raising and Plantation for SLU (Sustainable Land Use)	SNIO	200,000
6	Samaji Bahbood Rabita Council, Swabi Maneri	Micro-Credit	Canada Fund	648,000
7	Young Welfare Society, Sheikh Jana	Reconstruction of Main Drainage (Partugai Nullah)	Canada Fund	948,640
8	Social Welfare Organization, Marghuz	Agriculture Inputs Store	Canada Fund	580,000

Role of SPO National Centre

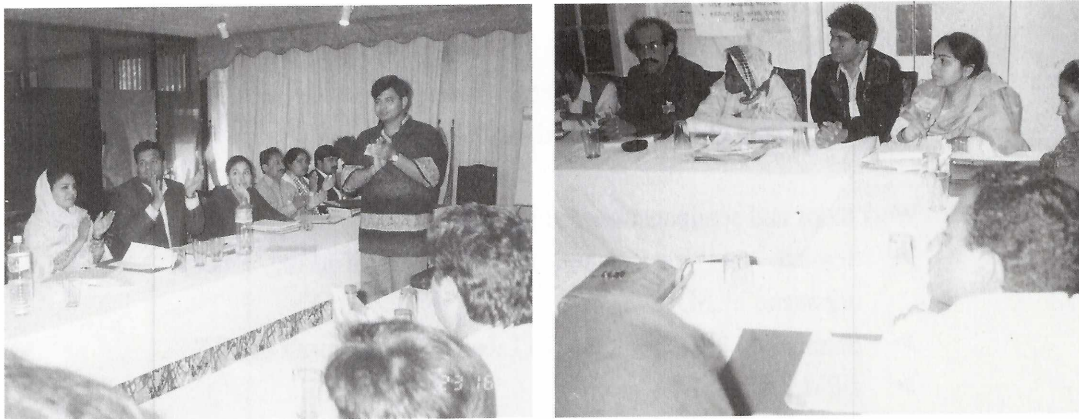
The registered office of SPO is located in Islamabad and is known as the National Centre. It provides the following support services to the Programme:

1. Training and Technical Assistance
2. Learning Information System (LIS) and Support
3. Project Monitoring Section
4. Human Resource Development (HRD) Section
5. Development Resource Centre (DRC)
6. General Logistics, Inventories and Services Procurement Section
7. Finance Section
8. Gender and Development Section (including Women's Emancipation Programmes, WEP)

In this section, the activities of training, HRD, DRC and General Services will be discussed. The other activities have been covered in the relevant chapters.

7.1 Training and Technical Assistance Section

During the reporting year, the following activities were undertaken:



Training of Master Trainers Workshop

- ◆ Review of DPM manuals with Mr. Ross Kidd, a consultant from Cowator International and programme staff.
- ◆ Advanced Training of Trainers for Master Trainers - a three day workshop was arranged and facilitated by Mr. Ross Kidd for all the programme staff.

Role of SPO National Centre

- ◆ Environment awareness and sensitization training for SPO staff was held with the support of IUCN and Canadian Intern Mr. Patrick Hein, an intern from CIDA.
- ◆ PS-TS participated in, and facilitated the 2nd National Workshop on Poverty Alleviation through Social Mobilization at Quetta organized by NCG.
- ◆ PS-TS participated in and facilitated the DPM-1B workshop of Bolan cluster (Balochistan).
- ◆ PDCs Concept Paper developed by PS-TS was discussed and finalized in the PRM of July, 1998.
- ◆ Interns Policy developed by PS-TS was discussed and finalized in the PRM of July, 1998.
- ◆ A Poverty Alleviation Programme Concept Paper was developed by PS-TS.

7.2 Human Resource Development Section

During the reporting year the following activities were performed:

- ◆ Eleven internal trainings were conducted with the assistance of external consultants.
- ◆ Fourteen staff members were provided on-the-job training.
- ◆ Fifteen staff members received external training from different training institutes.
- ◆ A staff development experience sharing workshop with PRM was held in Q-II and attended by 28 Programme staff members.

Workshops and seminars attended by staff:

- Seminar on "Harassment of Women at Working Places" organized by SDPI
 - Seminar on "Electronic Media Liberation" organized by FES.
 - DPM Review Workshop
 - "Micro-enterprise Management & Finance Training" at Reading University U.K. for 8 weeks was attended by the DCE, sponsored by DFID
 - TOT for Master Trainers on "Social Mobilization of the Poor" was organized and sponsored by SAPNA at Dhulikhel (Nepal) attended by PS-TS & CE
 - PS-TS participated in a 15 day "Deep Emersion Programme for Social Mobilization" at PIDA, Sri Lanka sponsored by SAPNA
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Role of SPO National Centre

- RD-Punjab participated in the workshop on “Capacity Building of Networks” by PRIA, India
- CE participated in the seminars organized by the Asian Development Bank in Geneva on the occasion of the Annual General Meeting of the Board of Governors of the Bank
- CE participated in the workshop of International Group on Capacity Building at Brussels. The International Forum on Capacity Building was formed and SPO became a member of the forum.
- CE was nominated by the Government of Pakistan to participate in the D-8 Workshop on “Poverty Alleviation”, held at Jakarta (Indonesia); GoP sponsored the effort
- PC-LIS attended a two days’ workshop on “Information Technologies and Social Development” organized by UNRISD at Geneva sponsored by CIDA
- A three day Training of Master Trainers was arranged for DPM, and Programme Staff attended. It was facilitated by Mr. Ross Kidd, Training Specialist, CIDA
- The SMC members were appraised of the RBM structure and a new log-frame was developed.

7.3 Development Resource Centre

The Development Resource Centre has the following roles to play:

- a) Maintain the resource materials
- b) Maintain the data bases on NGOs, support organizations and resource persons
- c) Support SPO’s presentations and publications
- d) Support PRM (i.e. act as PRM Secretariat).

Maintain resource materials and databases:

- ◆ Resource database (RESdb) was computerized and material catalogued accordingly. A total of 348 new books and other resource materials were entered and the list of new arrivals regularly shared with Regional Centres
- ◆ 107 booklets and posters on different issues were distributed to the D. I. Khan project and Regional offices
- ◆ 124 NGO profiles were entered in NGOdb.

Role of SPO National Centre

SPO Publications: (Urdu)

- ◆ Shirkati Taraqui Q-II published by SPO Balochistan
- ◆ Taraqui Ka Safar published by SPO Punjab
- ◆ Taraqui mein Sathi published by SPO Sindh
- ◆ Taraqui Ke Ham Qadam published by SPO Balochistan
- v Karwan-e-Taraqui published by SPO NWFP.

7.4 General Services

This section is often the unsung hero of many an activity. The work when delivered on time is taken for granted and if delayed then cursed as ineffective. This report attempts to, at least acknowledge what a difficult job it often is to get logistics of workshops, seminars, board meetings, etc. arranged so that activities run smoothly and with the least disturbance. Also arranging last minute flights and visas especially for places like India can be an excruciating experience. Therefore, the efforts of the concerned staff are acknowledged herein.

Governance

SPO has a unique style of governance. There are four tiers of management.

- a. General Body (GB) and Board of Directors (BOD)
- b. Advisory Council (AC)
- c. SPO Management Committee (SMC)
- e. Programme Review Meeting (PRM)

a. General Body and Board of Directors

The General Body comprises 34 members from a range of development sectors. They give their time on a voluntary basis. They meet annually to approve the annual report, audited accounts and to appoint auditors for the company.

The Board of Directors is elected by the General Body every three years and meets at least three times a year. The Board formulates SPO policies and provides guidance on the programme interventions. The Board comprises 13 elected members and one Chief Executive appointed by the Board.

The Chairperson, Vice Chairperson and members take an active interest in providing strategic leadership and in supporting the Chief Executive and management staff to implement policy and programmes.

b. Advisory Council

The Advisory Council comprises the representatives of the Economic Affairs Division of the Government of Pakistan (J.S. Consortium), the representatives of all the donor agencies, the Chairperson of the Board of Directors and the Chief Executive acts as secretary to the Council. The current (June 30, 1998) membership of the Advisory Council includes representatives of donors & government, namely:

- a. Mr. Rashid Mehmood Ansari, Joint Secretary (Consortium), Economic Affairs Division, Government of Pakistan.
 - b. Mr. Victor Carvell, Counsellor Development, Canadian High Commission.
 - c. Ms. Zeba Ajaz, Programme Officer - Development, Canadian High Commission.
 - d. Mr. Constandinos Vardakes First Secretary, Delegation of the European Commission in Pakistan.
 - e. Mr. Wim Van der Kevie, Counsellor Development, Royal Netherlands Embassy.
 - f. Mr. Erik G. Jensen, The Representative, The Asia Foundation.
 - g. Mr. Javed Jabbar, Chairperson, SPO.
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Governance

- h. Dr. M. Suleman Shaikh, Chief Executive SPO & Secretary to the Advisory Council.

The Council meets twice a year.

c. SPO Management Committee

The SPO Management Committee consists of the DCE, Regional Directors, Director-GAD, Manager Finance & Administration, Programme Manager-VEP and Programme Coordinator – Human Resources as secretary to the committee. The CE chairs the committee. The Committee has the responsibility of managing and implementing the Programme of SPO. This committee has the mandate to review the positions and/or create/abolish/change the positions as required by the Programme.

d. Programme Review Meeting

The Programme Review meetings are attended by all the Programme staff and Section Heads of Finance & Administration of SPO. The meetings are held every six months to review the achievements and failures of the Programme and brainstorm new strategies.

The detailed reports of these statutory bodies are being reproduced:

8.1 General Body and Board of Directors

The Board and members of the General Body played a key role in promoting the Local Initiatives Conferences (LID) throughout Pakistan. Seeing these as means to strengthen linkages and developing networks the members particularly the local Board members in each province contributed significantly to the success of these LID conferences. Suffice to say, by their enthusiastic participation in their respective LID conferences the members not only helped to raise the profile of these events but also helped to project a sense of collective and collaborative zeal into the proceedings. In return the members were able to touch base with almost all of the SPO partner organizations, learn about their work and the constraints under which they have to work.

A number of general body members, due mainly to conflicting demands on their time, found it difficult to give SPO the time they felt it deserved and voluntarily stepped down in order to allow people with the willingness to give more time to come on board. The members who resigned during the year included: Dr. Tariq Banuri, Dr. Wasim Azhar, Mr. Saifullah Khan Paracha, Ms. Nilufer Abadan, Ms. Anita Ghulam Ali, Ms. Aban Marker Kabraji and Ms. Usha Barkat. We thank them all for their valuable contribution to SPO and

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wish them every success with their future endeavors. As a result of these resignations, were able to welcome the following new members: Professor Mian Ijaz ul Hassan, Ms. Zeenat Yaqoub Yousafzai, Dr. Husna Memon, Professor Ms. Tanveer Junejo, Mr. Izat Aziz Kurd and Dr. Isa Daudpota (who resigned after a short spell).

The tenure of the first elected Board of SPO came to an end in November 1997. The Annual General meeting therefore took on an added importance, as it played host to the election of a new Board. With the exception of three, all retiring Board members expressed a desire to continue and offered themselves for re-election. The AGM which coincided with the final LID conference was attended by 18 members whilst another 4 members were able to vote through proxies. Ten members were re-elected whereas 3 members were elected for the first time, including one from a partner CBO. The achievement of gender and provincial balance and one grassroots level representation, clearly indicates that the governance structure has come of age and reflects well of a leading participatory development NGO.

The Board members who started a fresh 3-year term from December 1997 are:

Mr. Javed Jabbar	Ms. Farhat Khan
Mr. Mohammad Riaz Gondal	Dr. Qurat-ul-Ain
Syed Abid Rizvi	Ms. Tahira Abdullah
Dr. Tufail Mohammad	Ms. Ferida Sher
Mr. Mohammad Amin	Dr. Karamat Ali
Ms. Sadiqa Salahuddin	Noor Ahmed Nizamani
Ms. Zarnigar Tayyib	

In keeping with the SPO Articles of Association, the new Board met immediately after the AGM and elected Javed Jabbar un-opposed as Chairperson for a second 3-year term and Ms. Ferida Sher as Vice Chairperson. Dr. Suleman Shaikh was reappointed as Chief Executive for another term.

Through this report, SPO wishes to acknowledge the contribution of the three outgoing members of the Board and would like to place on record it's gratitude to Ms. Baela Jamil, Dr. Tasleem Akhtar and Mr. Omar Asghar. Whilst their contribution in the Board will be missed, we are nevertheless pleased that they have agreed to continue to support SPO as members of the General Body.

During the year the SPO Board met 5 times to discuss and deliberate on matters of governance, future direction, new proposals and policy

Governance

issues. It has been a practice of the Board to hold meetings in different regions so as to promote SPO's national identity and also to use the opportunity to receive in-depth orientation of its work through related field visits. However, due largely to financial constraints, only two of the five meetings could be held in centres other than Islamabad.

In order to minimize costs, the October meeting was scheduled with the Balochistan LID conference in Quetta where the main issues for consideration were the previous year's annual report, audited accounts and preparations for the fourth Annual General meeting scheduled for November.

The next Board meeting was immediately before the AGM where last minute issues were dealt with. Another meeting was required immediately after the AGM so as to elect office bearers and appoint/reappoint the Chief Executive.

The fourth meeting of the year was held in Peshawar in April, where the main issues under consideration included donor and funding status, Cowater's monitoring recommendations and Board and General Body vacancies.

The meeting was preceded by a memorial reference for Ms. Zarnigar Tayyib, one of SPO's Board of Directors from NWFP who tragically passed away after a short illness in February 1998. Members also went to Ms. Tayyib's last resting place at her village graveyard in Swabi to pay their respects.

The members of the SPO Board and General Body and all the SPO staff herein acknowledge the highly valuable contribution made to SPO and to the development process in Pakistan by Ms. Zarnigar Tayyib and extend heartfelt sympathies to her family.

The final meeting of the 1994-97 SPO Board coincided with a one day Board/senior staff dialogue which was facilitated by Mr. Abdul Hayy of Cowater. The Board recognized the value of such a dialogue and agreed to repeat it, at least as a once-a-year exercise. At the Board meeting itself, members were informed of the financial constraints under which SPO was having to operate. These had been caused, largely by the delay in EU funds coming on-line and the RNE's continued delay in processing SPO's proposal for its Balochistan programmes. The annual workplans and budgets were therefore developed in a manner that reflected this uncertainty; hence

Governance

two options were approved by the Board, allowing SPO the flexibility of programming in accordance with resource availability.

Notwithstanding the above constraints, Cowater suggested that the level of progress against CIDA specific targets should be investigated. In this regard they offered their services to the Board and as the cost of such a review would be borne from CIDA's technical assistance budget at Cowater, the Board agreed with their suggestions and asked Cowater to conduct a detailed Management Review.

8.2 Advisory Council

The fourth meeting of the Advisory Council was held at the SPO National Centre (H.# 9, St.# 89, G-6/3), Islamabad on Thursday the 8th of January 1998 at 1400 hrs.

Present were:

- Mr. Javed Jabbar, Chairperson SPO Board of Directors (In Chair)
- Mr. Victor Carvell, Counsellor, Development, Canadian High Commission
- Mr. Rashid Mahmood Ansari, Joint Secretary, Economic Affairs Division
- Mr. Martijn Elgersma, First Secretary Development, Royal Netherlands Embassy
- Mr. Mark Reade McKenna, Programme Director-PNI, The Asia Foundation
- Ms. Zeba Aijaz, Programme Officer, Development, Canadian High Commission
- Dr. M. Suleman Shaikh, Chief Executive SPO (Secretary).

Consideration of Endorsement of the new Board of Directors of SPO elected on November 30, 1997:

Names of the new members were introduced by Mr. Javed Jabbar, Chairperson SPO. The Council endorsed the names of the new members.

The Council suggested that CVs of the BoD members should be sent to the members of the Council.

Opportunities vs Capabilities:

Mr. Javed Jabbar stated that the SPO Board of Directors has preferred the following:

- i) Implement SAP (Social Action Programme) through partner CBOs

Governance

- ii) Partner larger agencies, where SPO could cater for the capacity building process.

He stated that in the forthcoming meeting of the BoD in March the issue will be finalized.

- Mr. Victor Carvell was of the opinion that it will be difficult for the World Bank to deal with CBOs. They may prefer that umbrella organizations such as SPO act as conduits for project implementation and monitoring.
- Mr. Mark McKenna was of the opinion that SPO can develop a package on project design and capacity building for implementation and monitoring and afterwards SPO can act as guarantor to the World Bank on behalf of the partner CBOs. In this way SPO can have a restricted role in implementation.
- Mr. Victor Carvell pointed out that there are new initiatives from the Government of Pakistan/World Bank on Poverty Alleviation and PDP (Participatory Development Programme). SPO has the technical skills in proposal development but it has to decide where to go.

8.3 SPO Management Committee

Four meetings of Senior Management Committee (SMC) were held during the reporting period:

SMC-16 from August 8-9, 1997:

Major issues for discussion and decisions included:

- ◆ Upgradation of CBO contracts
- ◆ Clarification of roles of SMC and PRM
- ◆ Project funding strategies
- ◆ Programme expansion and need for additional programme staff
- ◆ IUCN's 50th Anniversary.

SMC-17 from November 25-26, 1997:

Major issues for discussion and decisions included:

- ◆ New guidelines for choti funding
- ◆ New reporting requirements for CIDA
- ◆ Policy issues relating to compassionate leave and internal appointments were discussed.

SMC-18 from February 5-6, 1998:

Major issues for discussion and decisions included:

- ◆ Management of information by LIS
-

Governance

- ◆ Staff per diems for field travel
- ◆ How to improve information sharing of BoD decisions
- ◆ Policy issues relating to annual leave, probation and personal consultancies were also discussed.

SMC-19 from April 29 - May 1, 1998:

Major issues for discussion and decisions included:

- ◆ Decentralization of the SPO newsletter
- ◆ Development of a new brochure for SPO
- ◆ How to deal with problematic projects
- ◆ Reporting LID Conferences
- ◆ Schedule for the following major activities were also discussed and agreed upon:
 - GAD training
 - DPM revision and update
 - Programme manual development
 - Micro finance training
 - PDC training manual development.

8.4 Programme Review Meeting (PRM)

The Programme Review meetings was held at Turbat on 8-13 December, 1997. The meeting deliberated on the administrative and programme issues and made the recommendations for SMC and decisions on the Programme issues.

PRM - 8 from 8th December to 13th December 1997:

Major issues for discussion and decisions included:

- ◆ Financial Management Workshop
- ◆ Provident Fund
- ◆ Staff per diem
- ◆ Probationary period for new employees
- ◆ Staff Appraisals and recognition of high quality performances
- ◆ LIS reporting formats and inputs

This meeting also provided all the programme staff with an opportunity to share with each other their main progress to date and the problems and issues they had encountered during this period and, of course, new learning experiences.

Financial Reporting

9.1 Finances

This year, like the previous year was one of high expectations that new donors would come on line. Yet again as in the previous year, these expectations remained unfulfilled and as a result SPO had to manage on what can best be described as a shoe-string budget.

The Board, at the start of the year approved an expanded programme of activities with a corresponding budget of Rs. 64.9 million. This was on the understanding that the European Union and the Royal Netherlands Embassy will be on line with their respective funding for Sindh, NWFP and Balochistan.

As it transpired, neither of them were able to complete their processes on time and CIDA had to extend a life-line to SPO by allowing it the flexibility to fund all of the centres and their programmes from their allocations.

In reality, SPO was left with the daunting task of tightening its belt and reducing its programmes instead of expanding them as had been planned. SPO staff responded to this challenge by voluntarily foregoing any increase in their allowances and per diem rates, restricting their travel especially by air to the bare essential and acquiring external funding for many of the staff development activities.

Since SPO could not afford to close any of its existing programmes, nor lay off staff, it had to redefine its priorities and concentrate on those existing commitments which required the least amount of expenditure or where external donations were possible, such as the World Bank/CBO dialogue and some aspects of the LID conferences. This many have detracted SPO from its main targets. But if we actually examine the allocations against output, then there is a strong co-relation between the percentage of the approved budget expended and the percentage of planned output achieved. 51% of budget to 50% of stated targets. When we add on the additional achievements which were not included in the targets, the ratio becomes even better.

There was stringent management of actual and available funds, sometimes at the displeasure of the regions who had prepared

Financial Reporting

themselves for an expansion. Monthly and quarterly projections and forecasts reviewed against actual income enabled SPO to channel funds to those activities and priorities that were seen to be for the collective good of the organization. However, this tight control did not just affect the programme size but also the services that support the programme. As a result, badly needed upgradation of equipment and vehicles were put off yet again; and staff had to make do with model 286 and model 386 computers which, by all accounts, are museum pieces as also photocopiers that have produced almost twice the recommended number of copies.

For the details of actual allocation and distribution of accounts please refer to the audited accounts for this period.

Auditors' Report to the Members

We have audited the annexed balance sheet of Strengthening Participatory Organization as at 30 June 1998 and the related income and expenditure account and the statement of changes in financial position, 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 and , after due verification thereof, 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 years was within the budgets approved by the donors;
 - iii) the investments made during the year were in accordance with the objects of the company;
- c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, the income and expenditure account and the statement of changes in financial position, together with the notes forming part thereof, 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 1998 and of the surplus and the changes in financial position year then ended;
- d) without qualifying our opinion, we draw attention to note 16 to the accounts wherein it is stated that as the income of the company is not taxable, therefore no provision for taxation has been made in these accounts; and
- e) in our opinion, no zakat was deductible at source under the Zakat and Ushr Ordinance, 1980.

ISLAMABAD

TASEER HADI KHALID & CO.
Chartered Accountants

Annexures

Contact Cycle Activities

Code	Description
1	CBO Identification
2	Initial Visit (Scouting visit)
3	Orientation Workshop
4	Clusters formed/Training Need Assessment
5	Initial Capacity Building Indicators (CBI) Assessment
5.1	Partnership Plan
6	Local Resource Person Selection
7	DPM1-A (Development Concepts, Leadership, Organizational management)
8	Follow-Up of DPM 1-A
9	DPM 1-B (Situation Analysis, Training Techniques)
10	Follow-Up of DPM1-B
11	DPM-2 (Planning)
12	Follow-Up of DPM-2
13	Micro Funding
14	DPM-3 (Management)
15	Follow-Up of DPM-3
16	DPM Graduation
17	Post DPM Capacity Building Indicators (CBIs) Assessment
17.1	Review of Partnership Plan
18	Participatory Development Coalision (PDC) Formation
19	Training of Trainers for PDC
20	Technical Assistance to CBO (other then act. # 22)
21	Project Need Assessment/Baseline Information
22	Project Proposal Development / Technical Assistance
23	# of approved projects presented to External Donor
24	# of approved projects presented to Regional Project Approval Committee (SPO)
24.a	Community meeting (First installment)
25	Project Monitoring Visits
26	Project Assistance Period Completed
27	Project Evaluations / CBIs Assessment
28	Networking
29	Special Events
30	Exchange Visits
31	Motivate Communities for Female Group Formation (FGF)
32	Mobilization of Female Groups
33	Formalization of Female Development Organizations / Wings
34	Develop Partnership Plan (Further FDOs will move to Act. # 5)
35	Financial Management Training
36	Gender and Development Training
37	Environment Training
38	Micro Credit Training
39	Others Training

CBO Assessment Form

CBO Code: _____ Cluster: _____ CBO Name: _____
 Assessment Stage: _____ Evaluated By: _____ Date of evaluation: _____

Indicators	*Prev. Pos.	CBO	2	3	4	5	6	7	8	9
			Some CBDO Qualities	CBDO with lackings	Operational CBDO	IDEAL CBDO				
Development Concepts & Vision 1&2. CBO is totally oriented to a charitable approach / * Poorly articulated vision. 3&4. Understanding of Development Concepts / * There is written vision statement 5&6. Transform of Objective & Focus to Development * Goals of the organization reflect community needs. 7&8. Majority of the CBO's work is aligned to development realities. * There is mutually agreed plan of action is developed. 9&+. CBO is totally oriented to developmental approach of self help and empowerment. CBO's activities contribute to the achievement of Vision & Mission.										
Comments:										
Leadership and Decision Making 1&2 Leadership revolved around founder members or small groups. * Occasional elections are held but there is major doubt about their fairness. 3&4. Regular elections are held but their is some doubt about their fairness. * Leader encourages members for two way communication 5&6. Elections are held in a fair, democratic and transparent manner. * Some decisions & opportunities are shared 7&8. Makes decisions on the basis of consensus. * Majority of opportunities are shared with members 9&+. Second line leadership in place. * All opportunities are shared with members.										
Comments:										
Community Participation 1&2. CBO is a self serving organization reflecting the interests of its leadership. * Participation hold to executive members only 3&4. CBO has identified one or two needs that reflect the interests of only one section of the community. 5&6. CBO has identified the needs of most sections of the community. * Community contributes for CBO initiatives and participate in CBO activities. 7&8. Community participates in identifying, planning, managing & supervising programmes. * Women are participating. 9&+. People from all sections of the community are consulted before making key decisions. * Women are involved at all level.										
Comments:										

CBIs Assessment Form

Indicators	*Prev. Pos.	CBDO with lackings									Operational CBDO	IDEAL CBDO
		1	2	3	4	5	6	7	8	9		
CBO Membership		1	2	3	4	5	6	7	8	9		
<p>1&2. Limited to small groups. * CBO meets about once a year * The agenda is poorly organised and reflects only the concerns of the leaders.</p> <p>3&4. Membership is open for everyone. * About half the members attend meetings / few participate. * Membership fee is paid</p> <p>5&6. CBO meets after two or three months. Most members attend most meetings and most speak. Women membership initiated.</p> <p>7&8. Almost all members attend every meeting / almost all participate. * Women are members.</p> <p>9&+. Meetings are held every month / the agenda is determined by all members. * Members are drawn from all sections of community.</p> <p>Comments:</p>												
Women's Participation		1	2	3	4	5	6	7	8	9		
<p>1&2. There are no women members and women's needs or interests are ignored by the COB.</p> <p>3&4. CBO is sensitized toward women's issues.</p> <p>5&6. Women participate in meetings. *CBO has activities to address women issues.</p> <p>7&8. Women are involved in CBO's activities.</p> <p>9&+. Women are part of CBO management. * CBO is running projects for women's empowerment.</p> <p>Comments:</p>												
Outreach		1	2	3	4	5	6	7	8	9		
<p>1&2. Little or no reach out. * CBO is entirely isolated and inward-looking.</p> <p>3&4. Members have confidence and the communication skills to reach out.</p> <p>5&6. CBO arranges experience sharing visits on their own. * CBO regularly plans joint activities with external organizations.</p> <p>7&8. CBO is a member of a larger network consisting on support organizations, government & other agencies."</p> <p>9&+. CBO is capable and providing technical assistance & training to other CBOs / CBO can directly contact funding agencies.</p> <p>Comments:</p>												

CBIs Assessment Form

Indicators	*Prev. Pos.	CBO									Operational CBDO	IDEAL CBDO
		1	2	3	4	5	6	7	8	9		
Developmental Planning		1&2. CBO does not prepare plans. “3&4. CBO makes plans but these are incomplete, lack realism and do not recognize risks.” 5&6. CBO is seeking for technical support to develop plans “7&8. CBO makes good quality plans - tho’ with some errors in budgets, schedules.” “9&+. CBO makes excellent quality plans - schedules and budgets are clear, accurate and achievable.”										
	Programme Management		Comments: 1 Little or no monitoring Little or no Evaluation take place 2 Informal system for monitoring of projects exists. * CBO is seeking for technical support for evaluation. 3 Formal monitoring system is under developed. * Basic Evaluation. 4 “7&8. Monitoring system is used to manage project directions & work. Analytical reports are based on outcomes of planned activity, relevant indicators & results.” 5 9&+. Formal monitoring system in place and functional * Strategies and plans are changed on the basis of experiences/analysis analysis of previous ongoing work.									
Organizational Management		Comments: 1 2. Poorer and basic management. * Decisions made are not acted upon. * CBO moves very slowly. 3&4. Informal use of basic planning skills & Financial management. * Equal chance of learning are provided to staff at each level. 5&6. Formal procedures are under developed. * CBO moves at reasonable speed. 7&8. Successful Project implementation * Formal procedures are in practice 9&+. CBO recognizes as well managed organization. * CBO acts very quickly. * Excellent Management performance.										

CBIs Assessment Form

Indicators	*Prev. Pos.	Operational CBDO								
		1	2	3	4	5	6	7	8	9
<p>Financial Management</p> <p>1&2. CBO has no ability to manage any funds 3&4. CBO can manage funds raised from its own members. 5&6. CBO makes some mistakes in handling external funds but is basically honest. 7&8. CBO handle external funds efficiently. * CBO conducts internal audit “9&+. CBO is able to manage funds honestly and transparently. * Reports are on time, complete and satisfy SPO audit.”</p>										
Comments:										
<p>Sustainability</p> <p>1&2. CBO has very few or no resources. CBO members make financial contribution to the CBO but not regularly. “3&4. CBO makes regular financial contribution from members. * CBO has mobilised cash resources from within its own community, other than members.” 5&6. CBO has mobilised significant in-kind contributions from within its own community (voluntary labour / use of space / technical assistance) 7&8. CBO has mobilised cash / in-kind contribution from Pakistani sources outside its own community. 9&+. CBO has mobilised cash resources from international donors.</p>										
Comments:										

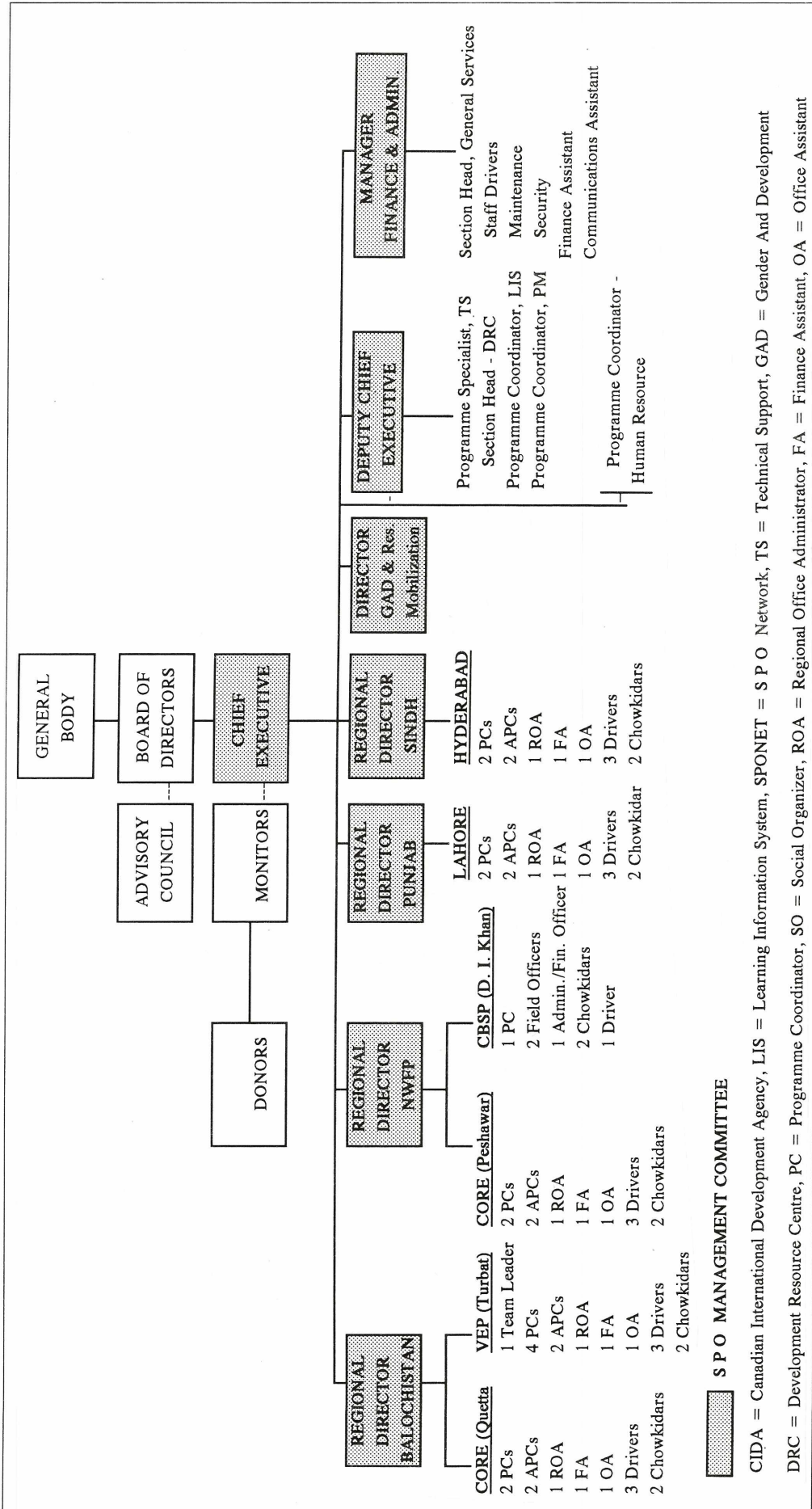
LEVEL: Previous*: _____ Planned: _____ Achieved: _____

NOTE: _____

* Not required for initial stage

SPO ORGANOGRAM

Annex C:



**STRENGTHENING
PARTICIPATORY
ORGANIZATION
ACCOUNTS
FOR THE
YEAR ENDED
30 JUNE 1998**

Balance Sheet

		AS AT 30 June 1998 Rupees	AS AT 30 June 1997 Rupees
FIXED ASSETS		12,311,433	8,505,281
LESS: ACCUMULATED DEPRECIATION		3,983,396 8,328,037	3,052,674 5,452,607
CAPITAL WORK IN PROGRESS		—	3,407,636
CURRENT ASSETS			
Advances, deposits, prepayments and other receivables	1	2,743,659	2,276,726
Cash and bank balances	2	36,115,668	35,500,575
		38,859,327	37,777,301
CURRENT LIABILITIES			
Accrued and other liabilities	3	(2,092,466)	(1,599,219)
NET CURRENT ASSETS			
		36,766,861	36,178,082
Deferred Income	4	(3,224,651)	(3,377,995)
		33,542,210	32,800,087
		41,870,247	41,660,330
REPRESENTED BY			
Fund Balances	5	3,695,076	3,527,853
Capital Reserves		6,984,060	6,984,060
Reserve Funds		1,200,000	1,200,000
Restricted Funds	6	29,991,111	29,948,417
		41,870,247	41,660,330

The report of the auditor is set out on page 1 .

The notes set out on pages 5 to 15 form part of these accounts.

The accounts were approved by the Board of Directors on 15 November 1998.

STRENGTHENING PARTICIPATORY ORGANIZATION**Income and expenditure
account**

		AS AT 30 June 1998 Rupees	AS AT 30 June 1997 Rupees
REVENUE	7	37,183,708	32,032,537
EXPENDITURE			
PROGRAMME ACTIVITIES			
Programme expenses	8	19,085,107	15,904,831
Grants to NGOs / CBOs	9	2,714,753	3,426,585
Disbursement from funds managed on behalf of other organizations	10	3,755,171	3,025,821
Sub total Program Expenses		25,555,031	22,357,237
ADMINISTRATIVE EXPENDITURE	11	11,418,760	10,098,919
		36,973,791	32,456,156
EXCESS OF INCOME OVER EXPENDITURE/ (EXPENDITURE OVER INCOME)		209,917	(423,619)
TRANSFERRED TO RESTRICTED FUNDS		(42,694)	(586,366)
NET SURPLUS/DEFICIT FOR THE YEAR		167,223	(1,009,985)
(SURPLUS)/DEFICIT FOR THE YEAR TRANSFERRED TO FUND BALANCES		(167,223)	1,009,985
		<u> </u>	<u> </u>
		<u> </u>	<u> </u>

ISLAMABAD

CHIEF EXECUTIVE

DIRECTOR

STRENGTHENING PARTICIPATORY ORGANIZATION**Statement of changes in
financial position
for the year ended 30 June 1998**

	1998 Rupees	1997 Rupees
CASH FLOW FROM OPERATING ACTIVITIES		
Excess of income over expenditure/ (Expenditure over income)	209,917	(423,619)
Adjustment for depreciation	777,378	851,277
OPERATING SURPLUS BEFORE WORKING CAPITAL CHANGES	987,295	427,658
(Increase) / decrease in receivables	(466,933)	1,098,417
Increase / (decrease) in current liabilities	493,247	(150,801)
NET CASH FLOW FROM OPERATING ACTIVITIES	1,013,609	1,375,274
CASH FLOW FROM INVESTING ACTIVITIES		
Capital expenditure	(398,516)	(880,037)
NET CASH INCREASE IN CASH AND CASH EQUIVALENTS	615,093	495,237
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	35,500,575	35,005,338
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	36,115,668	35,500,575

ISLAMABAD

CHIEF EXECUTIVE

DIRECTOR

Notes to the accounts

for the year ended 30 June 1998

	1998 Rupees	1997 Rupees
1 ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES		
Advances to staff	210,553	155,244
Other advance	—	42,000
Security deposits	70,000	123,600
Prepayments	274,006	81,410
Tax deducted at source	513,378	457,047
Interest receivable	789,477	1,077,623
Other receivables	886,245	339,802
	<u>2,743,659</u>	<u>2,276,726</u>
 2 CASH AND BANK BALANCES		
Cash in hand	55,421	41,564
Cash at Bank		
on current accounts	3,358,665	4,650,806
on PLS. accounts	18,701,582	16,808,205
on deposit accounts	14,000,000	14,000,000
	<u>36,060,247</u>	<u>35,459,011</u>
	<u>36,115,668</u>	<u>35,500,575</u>
 3 ACCRUED AND OTHER LIABILITIES		
Accrued expenses	1,009,062	872,450
Provision of tax	600,000	600,000
Income tax withheld and payable	23,726	—
Payable to Employee's Provident Fund	260,551	—
Other payables	199,127	126,769
	<u>2,092,466</u>	<u>1,599,219</u>

STRENGTHENING PARTICIPATORY ORGANIZATION**Notes to the accounts
for the year ended 30 June 1998**

	1998 Rupees	1997 Rupees
4 DEFERRED INCOME		
Opening balance	3,377,995	—
Add: Grants deferred during the year	—	3,377,995
Less: Depreciation for the year	(153,344)	—
	<u>3,224,651</u>	<u>3,377,995</u>

This represents grant received from the Embassy of Japan for construction of the Female Community Centre in Turbat. Balochistan less depreciation thereon.

5 FUND BALANCES		
Opening balances	3,527,853	4,576,732
Surplus / (deficit) for the year	167,223	(1,048,879)
	<u>3,695,076</u>	<u>3,527,853</u>

6 RESTRICTED FUNDS

These are made up as follows:

Funds for specific projects	6.1	2,315,596	2,057,933
Social Sector Fund		27,675,515	27,890,484
		<u>29,991,111</u>	<u>29,948,417</u>

- 6.1 These represent net balances of funds from donor agencies for specific projects after adjusting for amounts remitted to respective NGOs on behalf of the donors. The company is responsible for monitoring projects sponsored through these funds. For details refer to Notes 13 and 15.

STRENGTHENING PARTICIPATORY ORGANIZATION

**Notes to the accounts
for the year ended 30 June 1998**

		1998 Rupees	1997 Rupees
7	REVENUE		
	Grants /donations recieved	7.1 32,913,023	28,370,356
	Other income	7.2 4,270,685	3,662,181
		<u>37,183,708</u>	<u>32,032,537</u>
7.1	GRANTS /DONATIONS WERE RECIEVED FROM:		
	Canadian International Development Agency (CIDA)	27,977,014	23,320,343
	UNICEF	119,500	—
	Salinity Control and Reclamation Project (SCARP)	434,896	429,252
	The Asia Foundation (TAF)	1,322,018	3,965,137
	British Gas (BG)	401,327	458,594
	Swiss NGO Programme Office (SNPO)	—	197,030
	Sindh Education Foundation (SEF)	682,468	—
	Department for International Development (DFID)	975,800	—
	Action Aid-Pakistan (AAP)	1,000,000	—
		<u>32,913,023</u>	<u>28,370,356</u>
7.2	OTHER INCOME		
	Interest on deposits / PLS accounts		
	- Restricted Funds (SSF)	2,499,784	1,988,759
	- Unrestricted Funds (CIDA)	491,148	543,467
	Services provided / monitoring charges	750,304	563,290
	Exchange gain	513,574	462,373
	Miscellaneous receipts	15,875	104,292
		<u>4,270,685</u>	<u>3,662,181</u>
8	PROGRAMME EXPENSES		
	Staff costs	8.1 11,177,380	9,812,727
	Travelling and conveyance	3,175,577	1,844,387
	Vehicle running and maintenance	1,555,405	716,735
	Office supplies	175,121 88,147	
	Resource material and publication	931,422	354,029
	Training and development	1,892,284	2,963,490
	Maintenance and renovation	177,918	125,316
		<u>19,085,107</u>	<u>15,904,831</u>

8.1 These include Rs. 1,468,989(1997 :Rs. 1,278,484)on account of aggregate remuneration of Chief Executive.

STRENGTHENING PARTICIPATORY ORGANIZATION**Notes to the accounts
for the year ended 30 June 1998**

	1998 Rupees	1997 Rupees
9 GRANTS TO NGOs / CBOs		
Grants were given to:		
Evershine Social Welfare Organization	—	50,000
Anjuman-e-Ittehad Naujawan, Killi Poi Sinjavi	380,974	—
Sarkarn Social Welfare Association	204,300	—
Anjuman-e-Ittehad Naujawan, Luni Nana Sahib	177,916	—
Anjuman-e-Ittehad Naujawan, Ragha Sultanjai	219,250	—
Gindar Social Development Society, Kalat	21,000	—
Welfare Association for new Generation	28,800	191,875
Social Youth Organization, Zhob	109,148	—
Bela Youth Social Forum, Lasbella	150,000	150,000
Karachi Welfare Society, Zhob	—	50,250
Anjuman-e-Ittehad Naujawan, Killi Gawal Pishin	—	402,116
Anjuman-e-Ittehad Naujawan, Sorh Mehlerzai Muslim Bagh	—	388,011
Tanzeem Ittehad-e-Naujawan	—	165,283
Akbar Welfare Society	119,500	—
Samaji Behbood Council, Haryia	112,500	—
Alfalah Social Welfare Society, Saroki	6,500	—
Anjuman Falah-e-Moashara, Basti Almani	6,500	—
Social Welfare Society Gunianwala	—	215,000
Dehi Samaji Taraqati council, Kotla	—	120,000
Welfare Society Moinuddin Pur, Gujrat	—	60,025
Anjuman-w-Naujawan-e-Falah-o-Behbood	—	374,000
Community Development Concern	—	232,200
Al-Khidmat Society	—	131,400
Pakistan Foundation Fighting Blindness	—	44,000
Social League Safiabad	166,680	46,400
Young Welfare Organization	32,214	—
Social Welfare Society, Mulal Pandi	33,000	—
T.B. Association	—	70,000
Anjuman-e-Rafah-Aama	—	71,925
Tanzeem-Falah-o-Behbood	—	8,000
Gul Welfare Association	—	104,000
Hussani Welfare Association	—	100,000
Al-Habib Social Welfare Association	—	452,100
Super Star Welfare Association	141,968	—
Rural Development Organization's Coordinating Council	144,000	—
Shah Latif Development Organization	206,155	—
Nasrpur Kheis Weaving producers and Marketing Cooperative Society	39,348	—
Nazarabad Project	90,000	—
Balech Project	105,000	—
Mirabad Project	55,000	—
Rasiabad Project	65,000	—
	2,714,753	3,426,585

STRENGTHENING PARTICIPATORY ORGANIZATION**Notes to the accounts
for the year ended 30 June 1998**

	1998 Rupees	1997 Rupees
10 DISBURSEMENTS FROM FUNDS MANAGED ON BEHALF OF OTHER ORGANIZATIONS		
UNICEF - Female Literacy Centre	65,190	71,234
Salinity Control and Reclamation Project	77,341	309,865
Swiss NGO Programme Office - Training	—	250,030
British Gas - School Sudhar Programme	324,519	139,737
The Asia Foundation		
- Gender and Development	995,230	2,254,955
- Female Group Formation	365,581	—
- Integrated basic education project	513,346	—
Department for International development		
- Amal project	299,823	—
Sindh Education Foundation		
- Development of a data base	424,848	—
Action Aid-Pakistan - Flood Relief	689,293	—
	<u>3,755,171</u>	<u>3,025,821</u>
11 ADMINISTRATIVE EXPENSES		
Staff Costs	4,681,366	4,066,490
Travelling and Conveyance	26,553	39,764
Telephone and Postage	1,526,189	1,466,744
Vehicle running and maintenance	436,159	701,806
Office rent	1,291,438	1,158,424
Utilities	1,215,625	732,334
Maintenance and renovation	555,714	254,333
Office supplies	474,665	520,394
Legal and professional charges	241,524	174,142
Audit fee	65,000	65,000
Publicity and Promotion	38,450	11,150
Miscellaneous expenses	88,699	57,061
	<u>10,641,382</u>	<u>9,247,642</u>
Add: Depreciation	777,378	851,277
	<u>11,418,760</u>	<u>10,098,919</u>

PARTICIPATORY DEVELOPMENT COALITIONS
PARTICIPATION PROGRAMME
WOMEN'S EMANCIPATION PROGRAMME
CREDIT PROGRAMME

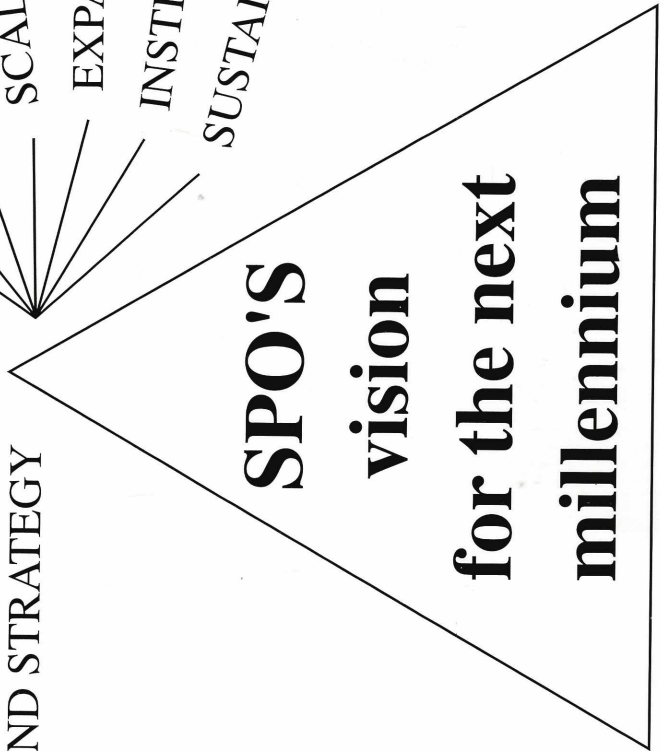
SCALING UP CURRENT PROGRAMME

EXPANSION TO NEW REGIONS

INSTITUTIONAL STRENGTHENING OF SPO

SUSTAINABILITY OF SPO AS AN INSTITUTION

FUTURE PLANS AND STRATEGY



SPO'S

vision

for the next

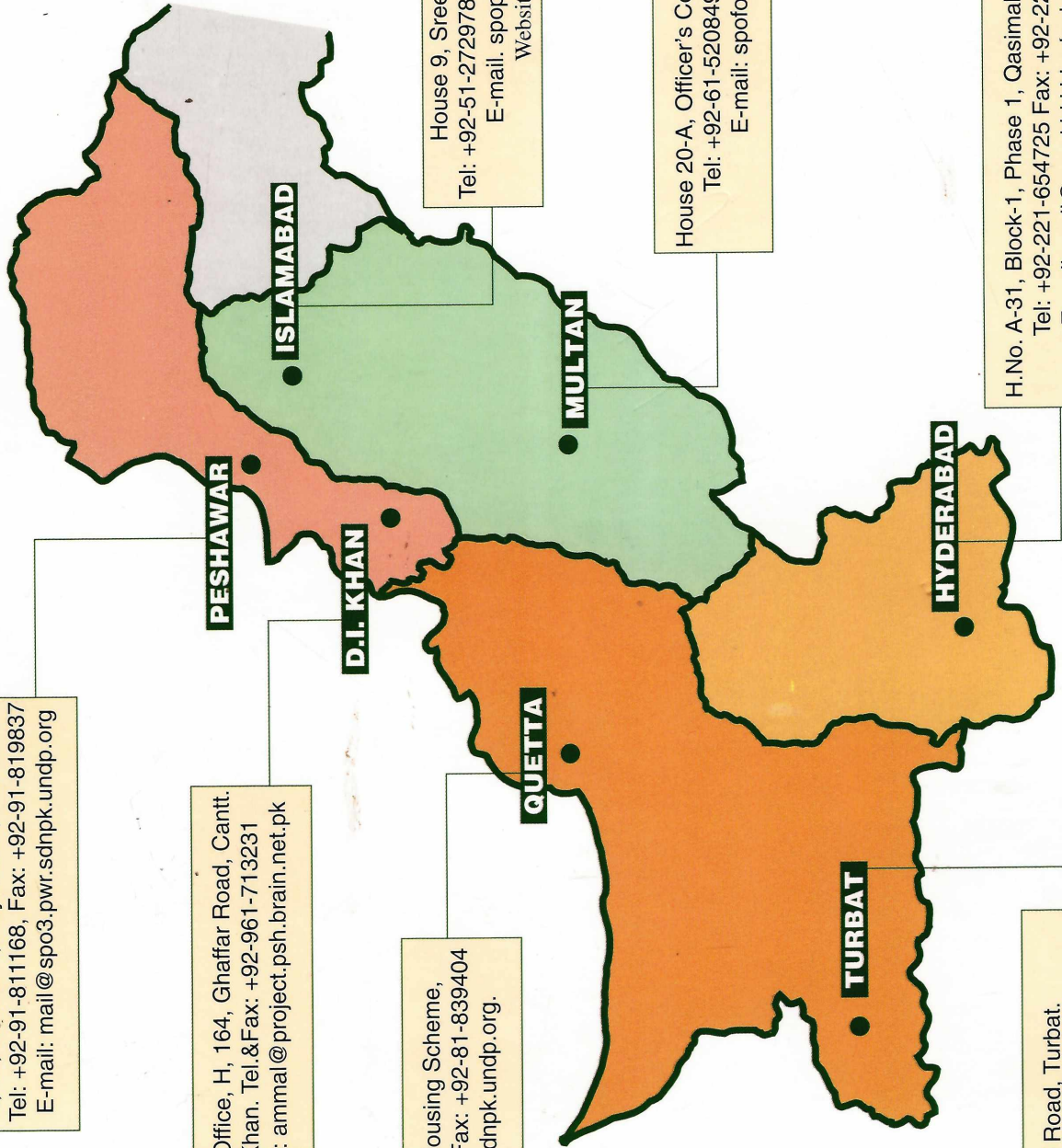
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