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Strengthening Civil Society



South Asia Partnership-Pakistan

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FOREWORD

South Asia Partnership-Pakistan (SAP-PK) has come a long way since its inception. The change in the organization's approach and vision is visible, but it does reflect its resolve to learn from experience and adapt to needs and realities of the changing times. Taking on new challenges demands flexibility in approach and attitude, which becomes even more crucial in an unfortunate country like ours that is always confronted with problems.

When we started our journey back in 1989, there was renewed fervor and an air of excitement around. But, the Zia Martial Law was still on the people's mind. The 11-year rule of the dictator had taken a heavy toll on the Pakistani society and there was hardly an institution in the country that had not been affected. In this scenario, we tried to share our excitement with others in a meaningful manner.

The best idea we had at that time was to organize people and help them create community-based organizations (CBOs) for collective good. Training was imparted to social, political and human rights' activists from all over the country with a view to build their capacity. In a few years' time, a pool of committed activists, equipped with basic concepts of development and organizational management, was all geared up to undertake development projects in their respective communities.

The desire to help our partners at the community level translate their goals into reality opened a new area of work for us. Soon, SAP-PK was providing financial assistance for community development projects to its selected partners. The need to help them better undertake these projects laid foundation of technical assistance component. The size of the selected projects kept on growing as did the range of their sectors.

With time, the need to share these experiences with partners and other actors in the development arena was felt. The creation of a separate desk for this purpose added credibility to the organization's work and also resulted in better reflection of its efforts. It soon expanded into a full-fledged division entrusted with major tasks like publications, documentation, research, and advocacy and networking.

SAP-PK has always been at the forefront whenever there has been a need to advocate on behalf of the marginalized sections of the society or wage a struggle for citizens' rights. The cornerstone of our struggle from the day one has been to work in close association with other like-minded civil society organizations and groups to promote linkages and networks.

SAP-PK is an active member of many international, regional and national networks and forums. Similarly, it has played a pivotal role in the formation of forums and networks at provincial and district levels. This is one area of our work for which we take genuine pride, as a smooth and functional democracy is inconceivable without strong institutions.

This act of 'linking up' with others and helping others 'link up' stems from our belief that change is impossible unless all civil society organizations and members raise a common voice and wage a common struggle. It cannot be without that, as their division along professional lines hinders their amalgamation for the common good of the society.

The need to evolve mechanisms for effective relationship among them, so that they can collectively form the expression of a vibrant civil society, gains all the more substance in this era of globalization. Going in details of this phenomenon would entail a lengthy debate on the concept and role of civil society, an issue better addressed in the following chapter.

SAP-PK has been re-modifying its approach over the years to accommodate (along with representatives of CBOs, NGOs and CBO/NGO networks) civil society members and leaders in its training programs, dialogues, discussions, seminars, etc. The result can be gauged from the fact that now we have a wide range of partners all across the country that include lawyers, media persons, trade unionists, farmers, fishermen, teachers, etc.

The present hour calls for a historic revival of the civil society and that seems to be the most plausible solution to the problems our country is riddled with. Someone has to take the center stage to challenge whatever has been happening in the so called "interest of the state". It would be appropriate to raise this voice together and steer through our country from the shambles of misery and pain to the islands of peace and harmony.

Finally, I am grateful to SAP-PK's National Council and General Body members for the support and guidance they extended throughout the year. Here, I must also express my gratitude for friends in SAP network and thank Canadian International Development Agency, the European Union and The Asia Foundation for providing us financial assistance to undertake our major program activities. Lastly, all this could not have been possible without the commitment, dedication and hard work of SAP-PK's staff.

Mohammad Tahseen
Executive Director

CONCEPTUALIZING CIVIL SOCIETY

The concept of civil society has gained an unprecedented currency in the last decade or so. What is the role of civil society? Who is part of it? Who is not? The answers will vary between countries and even among social activists and development practitioners from the same country. Therefore, it is crucial to develop a rigorous understanding of the idea of civil society and the form it takes. Before coming to various dimensions of civil society and its relevance, let us first delve into history to trace its roots and study its evolution.

Historical Evolution of Civil Society

From the seventeenth century onwards, almost all political theorists have talked about civil society. Thomas Hobbes (1588-1679) and John Locke (1632-1704) distinguished between the state and civil society -- the organized society over which the state rules. They argued that it was possible not to have a state. Therefore, they needed a concept to describe the remaining institutions. Civil society, then, is the framework within which those without political authority live their lives: economic relationships, family and kinship structures, religious institutions and so on.

Locke drew a blueprint for a political system in which the government would be severely limited in its role, and subject to control and even abolition by the citizenry. He and later Jean Jacques Rousseau (1712-1778) argued that sovereignty lay with the people, not with a monarch, and governments had their authority only because the citizens consented to their rule to achieve specific benefits. Friedrich Hegel (1770-1831) analyzed civil society as an intermediate institution between the family and the political relations of the state.

In *German Ideology*, Karl Marx (1818-1883) and Friedrich Engels (1820-95) argued that civil society is the true source and theatre of all history -- the explanation of political events, legal changes and cultural development is to be sought in the development of its structure. This Marxist conception was also adopted by Antonio Gramsci (1891-1937) who argued that between the coercive relations of the state and the economic sphere of production lies civil society.

In the present context, three tendencies came together at one moment in history and contributed to the emergence of civil society as the 'third sector': first, overthrow of authoritarian regimes; second, acceptance of democracy as the only form of political organization of society; and third, triumph of the market. In the first, civil society plays an adversarial role to the state. In the second, it is in partnership with the state. In the third, it represents the non-profit sector opposed to the market.

Civil Society: Modern Perceptions

Since the use of civil society as a term has become fashionable, many individuals and institutions have tried to define it order to capture its diverse perceptions and help maximum people relate to it. To facilitate better understanding of the concept among readers, some of the major modern definitions of *civil society* are presented here:

“It expresses the potential for toleration, for accommodating different worldviews and lifestyles. It refers to communications and social relations among people, a horizontal space where non-violent management of differences become possible.” (*Roberto Belloni*)

“It is a collection of individual and collective initiatives for ‘common public good’.” (*Society for the Participatory research in Asia*)

“An association unites the efforts of minds which have a tendency to diverge in one single channel, and urges them vigorously towards one single end which it points out. Feelings and opinions are recruited, the heart is enlarged and the human mind is developed by no other means than by the reciprocal influence of men upon each other.” (*Alexis de Tocqueville*)

“The social capital embodied in norms and networks of civic engagement seems to be a pre-condition for economic development, as well as for effective government. Development economists take note: Civics matters.” (*Robert D. Putnam*)

“The network of autonomous associations that rights-bearing and responsibility-leaden citizens voluntarily create to address common problems, advance shared interests and promote collective aspirations.” (*CIVICUS*)

“It has three basic pillars: association, decentralization of the state and delegation of the exercise of some of its functions to relatively independent entities.” (*Vaclav Havel*)

“It refers to that sphere of voluntary associations and informal networks in which individuals and groups engage in activities of public consequence. It is distinguished from the public activities of government because it is voluntary, and from the private activities of markets because it seeks common ground and public goods. It is often described as the ‘third sector’. For democratic societies, it provides an essential link between citizens and the state.” (*Civic Practices Network*)

Understanding Civil Society and its Role

Civil society is essentially a citizens’ domain, well captured in Marc Nerfin’s (1987) formulation: *Neither Prince nor Merchant: Citizen*. Nerfin distinguishes the *citizen* from the *prince* and the *merchant*. Implicit in this symbolic formulation is the fundamental characteristic of civil society: its relative autonomy from the state and the market. The *prince*, the *merchant* and the *citizen* constitute three different sets of institutions, each of which has distinct motivations and structural preferences.

The following institutional landscape illustrates the distinct motivations and preferences of the three institutions (Source: “Citizen Organizations as Policy Entrepreneurs” by Adil Najam in *International Perspectives on Voluntary Action: Reshaping the Third Sector*. Edited by David Lewis, EARTHSCAN 1999):

Institution	Primary Concern	Does Through	Represents	Operates
<i>State Sector</i>	Preservation of social order	Legitimate authority and coercive sanction from society	Interests of the majority (or dominant groups)	In the realm of the political system
<i>Market Sector</i>	Production of goods and services	Mechanisms of negotiated economic exchange and profit maximization	Individual self-interest	In the realm of the market
<i>Associating or Citizens' Sector</i>	Articulation and actualization of a particular social vision	Shared normative values of its patrons, members and clients	Interest of those who consider their interest is marginalized	In the realm of the civil society

Civil Society: Working Definitions

"It is a panoply of organizations and individuals that engage in public life. Those acting from a social justice perspective engage in public life to help people, groups and governing institutions meet their mutual responsibilities to the society; to check and balance the power of the state and market; and to work towards making real a vision of a just, decent society."

Civil society includes, among others, NGOs/CBOs, professional associations, philanthropic and religious organizations, and both ordinary and elite individuals. Taken as a whole, it represents a diversity of identities, issues and perspectives. It can draw strength from its pluralism and diversity, even though it cannot represent or speak for the interests of all people all of the time, or even some of the time. Overall, civil society excludes members of the state apparatus (the military, police, bureaucracy, elected officials, etc.), political parties, corporations and donor agencies. However, there is space for individuals from these institutions to engage in public roles that are separate from their work affiliations.

Civil society's strength depends largely on its genuine autonomy from the state. Civil society organizations (CSOs) and their leadership must be independent of government authorities even as they work to develop professional and public relationships with public officials at all levels of government. People and organizations that participate in civil society should be free from threats and harassment by both public officials and non-government "vigilantes" who operate outside the law.

"Civil society protects people who exchange, refine, express, live and act on their views from fear and harassment. That society also protects from fear and harassment those institutions where these activities of exchange occur. The absence of threat and fear by those in authority leads people to value the organized public expression of their views."

A civil society includes a public process where policies, legislation and regulations are crafted, implemented and revised. Participation in this process is open and/or representative. Accountability, likewise, is achieved and sought through this process. And, within this process, debate and disagreement as well as compromise and negotiation are accepted. That is, advocacy, particularly from individuals and organizations advancing social justice, is allowed, expected and desired.

Institutions that should thrive in a free atmosphere include civic organizations, community gathering places, women's groups, rural organizations, poor people's groups, youth groups, farmers associations, professional associations and labor unions. These are illustrative examples and in no way limit the institutional possibilities. Civil society also embraces and respects the importance of family, home, friends and neighbors.

DREAMS AND DESIRES

SAP-PK is working with a resolve and commitment to bring about a positive change in the society through creation of equal opportunities for utilization of full human potential. The organization believes in participatory development that caters to the needs of all segments of the society, especially the most marginalized and vulnerable like the rural poor, women, minorities and children.

SAP-PK challenges the 'top-bottom' development paradigm that has been accepted universally by governments as well as financial institutions as the solution, simply because it cannot be applied uniformly across the globe. For societies as underdeveloped as ours, the solution lies in a different approach that should focus on the development of the poorest first.

Promoting 'bottom-top' development paradigm is crucial to SAP-PK because it dreams of a society that ensures equal economic opportunities and access to services; puts and end to discrimination on the basis of gender, religion, sect, caste, language, etc.; promotes good governance and its essential components like participation, accountability and transparency; and is vibrant, modern and forward-looking.

These dreams are too daunting, seemingly wishful and apparently unachievable. At the same time, materializing them into reality requires a certain organizational capacity and human resource. Such questions are bound to crop up, but they do not dampen the spirits when one believes in people's potential to ameliorate their lot. The only real question that remains then is how to fulfill our dreams and desires.

When it comes to operationalizing this vision, SAP-PK has translated it into the following five broad areas of action:

1. Extend capacity building support to Pakistani CBOs/NGOs and other CSOs to help them develop into viable and sustainable organizations;
2. Provide program support to Pakistani CBOs/NGOs and other CSOs working for sustainable participatory development;
3. Impart awareness on important issues through publications and dialogues to help SAP-PK partners relate their micro issues with the macro ones;
4. Encourage partnership of Canadian and international NGOs and support organizations with Pakistani CBOs/NGOs and other CSOs; and
5. Promote foreign NGOs' and people's understanding of the participatory micro development processes unfolding in Pakistan.

The cornerstone of SAP-PK's struggle is to help partner CBOs/NGOs and other CSOs, working with the disadvantaged sections of the society, become catalysts and facilitators of sustainable community development and to contribute to policy dialogue at local, provincial and

national level. It also fosters relationships with development organizations all over the world, especially South Asia and Canada, for a better understanding of issues and initiatives concerning the empowerment of people in Pakistan.

SAP-PK's approach towards its mission statement – *Struggle to empower people* -- has undergone a tremendous shift over the years. It is fortunate that the organization has not been static, and adapting itself to emerging needs and realities. This approach has throughout served as a statement expressing its relevance to contemporary situation, and has helped measure its successes and failures.

Starting as an organization with a mandate to impart capacity building to people's organizations in order to initiate a process of change, SAP-PK, in a few years, had prepared a pool of committed community activists all across the country. These 'local agents of change' included a remarkable number of women and minorities, and also had a fair geographical representation. The best part of this initial struggle was that the organization had not deviated from its commitment to help the most marginalized and vulnerable first.

As the scope of SAP-PK's activities expanded, more and more organizations and groups became a part of its struggle. This increase in profile also helped the organization develop new linkages with like-minded people from other walks of life. These new partners strived for similar values and their view of development was also in consonance with that of SAP-PK.

The organization fully realizes that unless there is a collective expression of the civil society, the values it is striving for would remain an elusive goal. A vibrant civil society offers remedy as solution to most of our problems calls for collective struggle. In order to find a way for ourselves in this age of globalization, the *Third Sector* has to come forward and play its role in an organized and meaningful manner.

That is exactly why now SAP-PK has pinned all the hopes of accomplishing its dreams and desires on strengthening civil society and its institutions. Even if it does not solve all the problems, its presence as a potent force reduces the possibility of any exploitation by the government or the market. It, at least, provides a space to all those who have always remained unheard in the decision-making process.

HURDLES AND HINDRANCES

The attainment of one's dreams and desires is dependent on a few factors and considerations, which may range from non-conducive environment to lack of requisite skills and capabilities. In the case of our country, unfortunately, both these factors abound along with a host of others.

The first is an outcome of impediments to democracy in the country. Any attempt to bring about a change has been traditionally, and is being still, construed as ant-government and anti-state. Though there have been martial laws for more than half of the country's history, the democratic governments did not do much either to improve this situation.

The second factor is also inter-linked with the first one. We do not have high-caliber experts and scholars who could conceive change because we lack proper institutions. The absence of democracy also hampers the process of institution-building, vital to the progress of any country. In comparison, our neighbor India has hundreds of world-class institutions, most of them run by the government, in diverse areas.

The present situation of our country is as demanding and as challenging as it could be. The environment is apparently conducive for CBOs/NGOs and the regime has taken a few bold steps with regard to women representation in assemblies and the issue of joint electorate. But, on a deeper analysis, one is left with no choice but to believe that this is a mere eye-wash, aimed more at appeasing the outside world.

The reason to believe this is largely that aspirations of common man have no say in the decision-making process. There is no public or civilian involvement at all at any level in the government functioning, and the military bureaucracy is spreading its tentacles at a horrendous rate. It has already successfully 'taken the charge' of almost all the semi-government and government departments and institutions, ranging from Pakistan Cricket Board to Pakistan Telecommunications Authority.

One fails to understand the logic behind hiring both serving and retired military officers in civil departments when they have neither the expertise nor the relevant experience. Secondly, what about the professionals who are much more qualified for these posts? In this scenario, it does not require much thought to arrive at the conclusion that it is nothing but a fight over the already scarce resources of the country.

We have reached a point of time in the history of our country when some historic decisions are required. If we want Pakistan to be a modern democracy, the role of the state institutions – executive, legislative and judiciary – and the armed forces needs to be re-examined and re-defined. The resource allocation patterns have to be changed in favor of the poor and for that the armed forces and the bureaucracy, in particular, have to do away their perks and privileges as well as 'legalized corruption' of plots, official vehicles, allowances, etc.

The gross misuse of government resources by the civil and military bureaucracies costs billions to the exchequer and the brunt has to be faced by those who are already struggling for their survival. That is exactly the reason why the percentage of people below the poverty line is increasing despite all the tall claims of increased foreign reserves and growth. More and more people are being rendered jobless without any suitable alternative to add to the already increasing unemployment.

Considering this, the cost of defense we are paying is simply too high. It cannot go on like this, otherwise this country would never progress. The increasing defense bill also means that the country has to pay more in debt-servicing. This leaves virtually nothing for the social sector except for the salaries of the employees and operational costs. The developmental budget of important areas like education and health is shamefully low, and this speaks of the sorry state of affairs.

It is pretty clear that for this country to advance, sincere decisions like reducing the armed forces have to be taken. You cannot have your cake and eat it too! If the defense budget keeps on increasing, not much would be left for poverty eradication schemes or for addressing the needs of the most deserving. The present resource allocation patterns have to be reversed in favor of the poor and those already privileged have to bear the burden.

The present situation also provides the civil society with a historic opportunity to come forward and play its role for revival of true democracy as there is a great possibility that this regime wants to prolong its stay in power at all costs, even if it necessitates constitutional amendments. There are separate voices opposing this, but they need to gel together for any tangible outcome. SAP-PK believes that the hurdles and hindrances in the attainment of its dreams and desires could only be overcome this way.

RAYS OF HOPE

It is true that the challenges before SAP-PK as an organization are huge and overcoming them is no mean task. It requires, in effect, introducing a new culture of peace, tolerance and secularism; something unimaginable without breaking the *status quo* that presently afflicts our nation as a whole. What, then, are the choices before us as “facilitators of change”?

For the attainment of its dreams and desires, SAP-PK banks solely upon its partners at various levels. It fully understands that without their active support and cooperation, it would never be able to bring about the envisaged change in the society. Since its inception, the number of the organization’s partners has been on the increase and their range is also expanding.

Here, it would not be out of place to do mapping of SAP-PK’s partners -- *the rays of hope*. Because of space constraints, only the broad categories have been defined. However, ample care has been taken to ensure that all levels are covered, especially considering the fact that the organization believes in a participatory approach to development -- it tries to evolve relationship of a partner with both its donors as well as CBOs.

Donor Agencies

SAP-PK’s major partners in this category include Canadian International Development Agency (CIDA), the European Union (EU), The Asia Foundation (TAF), United Nations Development program (UNDP), etc. Pakistan NGO Support Program, Phase-II (PNSP-II), under which CIDA provided support to the organization for five years, ended in March 2001, but was extended for further nine months. SAP-PK has already submitted a proposal for support under PNSP-III and presently negotiations are underway with CIDA in this regard.

The EU is supporting capacity building initiatives of SAP-PK, mainly Resource Development Program (RDP), through its Rural Development Support Programme (RSDP). This five-year facility, to continue till 2003, also provides opportunities for staff development both nationally and regionally. TAF has been an active partner of SAP-PK for quite some time. Presently, it is supporting Democratic Rights and Citizens’ Education Program (DRCEP) of the organization.

Support Organizations

There are organizations like SAP-PK that also aim at strengthening CBOs, smaller NGOs and networks. Fortunately, the organization enjoys good relationship with them. Some of the most important ones are Action Aid, Aurat Foundation, Human Rights Commission of Pakistan, NGO Resource Center, Pakistan Institute of Labor Education and Research, Pakistan Poverty Alleviation Fund, Shirkat Gah, Simorgh, Strengthening Participatory Organizations, Sungi Foundation, Sustainable Development Policy Institute, Trust for Voluntary Organizations, etc.

3. Networks/Forums

SAP-PK is a member of many national and provincial networks. In fact, it has played a leading role in the formation of some of them like the Punjab NGO Coordinating Council and Pakistan NGO Forum. It has also established Coordinating Councils in all the four provinces, comprising RDP graduate organizations, and Ghareeb Kissan Tehreek, having a membership of over 5,000 male and female farmers from Punjab. The organization is also a member of Legislative Watch Group, Micro-Finance Group, and a number of other campaigns and networks.

4. Community Based Organizations

The real rays of hope for SAP-PK are its partners at the grassroots level – the CBOs. The organization's efforts primarily focus on them and it has their biggest network in the country with representation from all the four provinces. With time, some of them have grown into NGOs and are successfully implementing their programs. Some of the major partners of SAP-PK falling under this head are Women Workers' Organization, Insaan Foundation, Youth Commission for Human Rights, Sindh Agricultural and Farm Workers Cooperative Organization, Bedari, etc.

5. Civil Society Organizations

Over the years, SAP-PK has developed linkages and working relationship with many groups and organizations falling in this category. The partners at this level include media groups, teachers' association, lawyers' groups, trade unions and other groups of concerned citizens. Apart from them, some individuals – mostly academics – are also partners of the organization in the sense they regularly participate in its activities and receive its publications.

6. Regional and International Organizations and Networks

The list of SAP-PK's partners also includes many regional and international organizations and networks. It is a member of South Asia Partnership network and has always been at the forefront of regional initiatives. It has also been actively involved with CIVICUS, International Union for the Conservation of Nature, NGO Working Group on the World Bank, South Asia Small Arms Network, Society for the Participatory Research in Asia, PROSHIKA, The Commonwealth Foundation, etc.

SAP-PK believes in a participatory approach to development -- it tries to evolve relationship of a partner with both its donors as well as CBOs.

MEANS AND ENDS

In order to meet its stated objectives, SAP-PK offers a number of activities in the areas of capacity building, financial and technical assistance, research, advocacy and networking, and communications to its CBO partners, as it considers them to be the best vehicles to address community needs and problems. A brief overview of some of the major activities follows:

Resource Development Program (RDP)

The philosophy of RDP training is rooted in the fact that fundamental institutional reforms demand a change in the existing control over the means of production and access to key services. This does not only mean equal distribution of wealth, but equity in every chance and equitable development of the country's resources, including its people.

The RDP was initiated in 1991 with the realization that if hidden potential of CBOs is utilized fully, the process of change could be kept in the right direction as well as catalyzed systematically. So, its fundamental thrust has always been on building capacity of CBOs to plan, coordinate and execute development projects, and enabling them to become viable and sustainable vehicles for social change. It also demonstrates to them how integrated, self-reliant and participatory development of their communities is possible.

The RDP training – comprising a series of eight workshops -- is conducted in two provinces every year, thus all the four provinces of the country are covered in a two-year cycle. Its *specific objectives* are to:

- empower participants to undertake social, economic and political analysis in micro and macro terms, aimed at defining the development needs of their respective communities;
- enable communities to move towards an optimum realization of their human potential by teaching participants how to channelize local human and material resources through participatory development activities; and
- ensure successful community/non-governmental initiatives, addressing developmental and civil society issues, reach beyond local parameters to help at the macro level.

The process of RDP starts with identification of potential CBOs for the training. After formal selection of 20 organizations each from both the provinces, they are asked to nominate two members (one male and one female) to attend the series of workshops spread over one year. The training is conducted separately in both the provinces, but its content is exactly the same. Follow-up visits are also conducted after three of the eight workshops in order to assess the performance of the participating CBOs as well as analyze whether the acquired knowledge has been shared with other members of the organizations and community or not.

Provincial Coordinating Councils (CCs)

Provincial CCs are a bi-product of SAP-PK's RDP training. As a result of one year association during RDP, the participating organizations tend to develop an *esprit de corps*. It is quite natural that they want to maintain their contact with SAP-PK as well as their fellow CBOs after the culmination of the process. The CCs serve this purpose, as all RDP organizations become its members automatically. The names and years of inception of the four provincial CCs are:

1. Bhitshah Declaration Coordinating Council (BDCC), Sindh; formed in 1992.
2. Sarhad Coordinating Council (SCC), NWFP; formed in 1993.
3. Network for Community Empowerment (NCE), Punjab; formed in 1994.
4. Balochistan Coordinating Council (BCC), Balochistan; formed in 1995.

Though this initiative, SAP-PK aims to strengthen and organize CBOs and their networks at provincial level to bring about socio-economic change. The *specific objectives* of the CCs are to:

- enable member organizations and groups to learn program design, implementation and monitoring;
- promote liaison among member CBOs so that they can share and exchange experiences and learnings, and devise new community-based paradigms of development;
- identify emerging issues and muster support to address them through consensus; and
- design and implement sustainable and self-reliant programs.

The areas of operation of provincial CCs include networking, group formation, capacity building, lobbying and advocacy, social and legal activism, publications, information dissemination, field operations, social mobilization, strengthening civil society groups and organizations, educating media, conducting research, etc. They also facilitate dialogues on provincial problems and issues, and form opinion for collective action on advocacy issues.

Long-term Support Program

During RDP, orientation is imparted to participants on how to develop project proposals in line with the needs of their communities. At the culmination of the training, all organizations develop project proposals of two-year duration and submit them for long-term support. Later, *Project Assessment Visits* of these organizations are conducted, during which the project and SAP-PK's assessment are discussed with members of the CBO as well as the community.

If a particular CBO has the potential and capacity to run the project, its proposal is seriously considered for funding from Canadian partners of SAP-PK; if not, guidelines are provided for further improvement. Henceforth, the selected proposals are refined and submitted to the

National Council of SAP-PK for approval. After discussion with the selected CBOs, the final proposals are sent to SAP-Canada, which hunts Canadian partners for their funding.

Once a Canadian partner picks a project, SAP-PK receives green signal and work on the project starts. Most of the approved projects attempt to address problems in areas of health, education, income generation, environment and advocacy. At the same time, their underlying emphasis is on relating the outcomes with cross-cutting themes like poverty alleviation, gender equity, civil society, human rights, social justice, environment, etc.

In the first phase, a *Pre-Project Implementation Workshop* is conducted to teach the CBOs how to prepare Logical Framework Analysis. After every six months, a provincial *Project Review Workshop* is organized for members of those CBOs who are running ongoing projects from that province. It serves two purposes: provides SAP-PK with a chance to share its analyses of the CBOs with them; and provides a forum for peer analysis so that the participants can analyze each other's work. Most importantly, members of the community (beneficiaries) are also invited to analyze the work of the organization.

Moreover, *Technical Training Workshops* are also organized for CBOs in case the need arises and few organizations of a particular area request for the same sort of training. Mostly, these workshops address immediate community problems and are organized on issues ranging from agriculture to sanitation. Similarly, *Future Search Workshops* are organized for CBOs that have completed their projects. The workshop aims at facilitating CBOs to establish links with line departments and other support/donor organizations to help them get funding from other sources for their future projects.

Development Dialogues

Taking into account the fact that development workers can only bring about a change in the system if they possess a comprehensive knowledge of the cultural, historical, social and economic realities of the people, SAP-PK initiated its series of Development Dialogues. The objective of these events to help the participants link their micro issues with the macro ones.

After two Provincial Dialogues for representatives of CBOs/NGOs and other civil society groups, the participants are brought together for an Inter-provincial Dialogue, which provides an opportunity for debate on the solution of problems shared by more than one province. Finally, a National Development Dialogue is arranged in which participants and resource persons are invited from all over the country to debate the most important national issue at that time.

Local Research Program (LPR)

In order to better equip citizens of this country to solve their problems and ensure their participation in decision-making, it is important to conduct quality research with the help of 'ordinary and voiceless people'. This means that people, the ultimate beneficiaries of most

research projects, should be involved at all levels of research: they should not only be filling questionnaires, but be directly involved in an interactive process.

This need also stems out of a concern shared by all forward-looking NGOs, who have been accused of only criticizing governments and multi-national corporations without offering suitable and viable alternatives. Any research program which regards people's perceptions and involves them at all its levels is bound to generate discussion and debate that will ultimately result in people-centered alternatives to all contentious issues.

SAP-PK's LPR takes into account all the above-mentioned factors. It aims at introducing a new paradigm of participatory research with the ultimate objective of developing district profiles that not only project realistic figures, but also portray true aspirations of the people. It is hoped that the findings of this LRP will offer a new direction to the country's development planning.

Farmers' Development Program (FDP)

The FDP is built upon the experience and achievements of SAP-PK's 10 years of working in sustainable agriculture and policy advocacy, and provides for sustenance and continuity of some strategic program features set off over these years. The *specific objectives* of FDP are to:

- provide a viable medium for organizing farmers, especially small farmers and peasants at the grassroots level, and encourage them to participate in development of the country;
- impart capacities to these farmer groups so as to enable them to become independent development actors interested working for socio-economic uplift of their community; and
- facilitate farmers' groups play a strategic policy advocacy role over the coming years.

The FDP is one-year long and is being implemented in five districts of Punjab and four districts of Sindh. It is based on 14-month Farmers' Training Program and nine-month Farmers' Development and Sustainable Agriculture Program, -- implemented from July 2000 to September 2001 and October 1998 to July 1999 respectively. During these programs, groups and other structures were formed, linkages were developed with government line departments, local resources were tapped, workshops were organized and responses of farmers were consolidated in four districts of Sindh and three districts of Punjab with the support of provincial coordinators: Farmers' Development Organization (Punjab) and Takhleeq Foundation (Sindh).

MAKING CHANGE HAPPEN

Believing in the potential of civil society to bring about a positive change in the society, SAP-PK has always supported efforts that contribute towards its strengthening or collective expression. At the same time, these engagements with diverse civil society groups, political activists and development workers have helped the organization expand its vision and outreach.

SAP-PK's nature of partnership with other groups and organizations for a vibrant civil society has been varied and diverse, but mainly includes policy level advocacy with the government, participation in advocacy campaigns and movements, facilitation of networks and forums, etc. In the following, some of the major activities carried out during the year 2001 are listed:

- Participation in Central Executive Committee Meetings of **Pakistan NGO Forum (PNF)**, held to develop an action plan to counter any regulatory legislation against NGOs, discuss social and political issues facing civil society, and debate code of conduct for NGOs.
- Input in Advisory Group Meetings of **Citizens' Campaign for Women Representation in Local Government**, being implemented in all 105 districts of the country through a coalition of NGOs, trade unions, human rights' organizations and political activists.
- Participation in meetings of **Legislative Watch Group for Women Rights**, which discussed strategies for enhancing women representation in local government structures as well as constitutional and legal reforms for women.
- Participation in meetings of **Micro-Finance Group Pakistan**, which discussed issues its registration and did initial planning to set up a micro-finance training institute.
- Facilitation of meetings of **Punjab NGO Coordination Council (PNCC)**, having a total membership of over 700, and organization of its elections at divisional level.
- Meetings with **Journalist Associations and Unions** to brief them on the program and approach of SAP-PK, and share future plans of the organization with them.
- Participation in Quarterly Board of Directors' Meeting of **Pakistan Poverty Alleviation Fund** in Islamabad.

Now, we briefly glance at some of the specific activities of related nature:

QUARTER 1 (JANUARY-MARCH)

- Meeting with office-bearers of **Punjab Professors and Lecturers Association** to brief them on SAP-PK's program and organizational structure, and explore possibilities of future collaboration with them.
- Facilitation of a training program organized by **Pakistan Institute for Labor Education and Research-Lahore** for labor representatives from hosiery and garments' sectors.
- Participation in a rally of about 1,500 rural women to mark the **International Women's Day**.

QUARTER 2 (APRIL-JUNE)

- Led a joint delegation of PNF and Pakistan Network for River, Dams and People to meet with the World Bank Mission for Mid-Term Review of **National Drainage Program (NDP)** to present concerns of civil society organizations on the damages incurred by NDP to the agricultural sector.
- Participation in a Meeting of **Pakistan Water Partnership Network** – comprising 13 leading NGOs, water policy institutions and other media groups of Pakistan working on a broad-based water policy for Pakistan -- at Dera Ghazi Khan, Punjab.
- Participation in a National Conference on *Human and Democratic Rights*, organized by **Democratic Commission for Human Development** and attended by over 1,000 social and human rights' activists.
- Organization of a Tri-Partite Seminar on **Water Crisis** in Karachi, attended by representatives of political parties from Punjab and Sindh, provincial governments and civil society organizations.
- Facilitation of a seminar on **Water Crisis** at Hyderabad, Sindh for representatives of political parties, farmer associations, journalists and civil society organizations.

QUARTER 3 (JULY-SEPTEMBER)

- Participation in a Conference on *Labor rights and Role of Trade Unions in Pakistan*, organized by **Human Rights Commission of Pakistan** and attended by representatives of labor federations, trade unions and informal sector.
- Participation in a Consultation on *Media and Civil Society*, organized by the **Commonwealth Foundation** in Kuala Lumpur, Malaysia that focused on the role of media in promoting democratic values and human rights.

- Participation in **UN Conference on the Illicit Trade in Small Arms and Light Weapons**, held in New York, United States, during which global and regional overview of the situation was undertaken.
- Participation in **CIVICUS World Assembly**, held at Vancouver, Canada and attended by representatives of civil society organizations from all over the world.
- Participation in **South Asian Peace Conference** on *Prospects of Peace and Regional Cooperation in South Asia*, held at Madras, India.

QUARTER 4 (OCTOBER-DECEMBER)

- Organization of a **Forum of Councillors and Union and Tehsil Nazims** to discuss the role and functions of local government institutions, and provide orientation and information to them regarding its rules of business.
- Organization of **National Peace Rally**, attended by thousands of civil society members and concerned citizens at Rawalpindi, to protest against inhuman killings in Afghanistan and terrorism in the name of religion.
- Organization of **Meetings with Religious Scholars** at Mirpurkhas and Shahdadpur, Sindh to promote inter-faith harmony and religious tolerance.
- Co-facilitation of a Seminar on *Militancy in Media: Strategies for Refinement*, organized by **Journalists' Resource Centre**.

THE STRUGGLE

Moving forward, now we briefly glance at some of the major outputs of SAP-PK during the year 2001 (the summary of major activities has been given later in this document). Collectively, these outputs along with many others constituted the major outcomes of the organization's work and contributed to the impact of its efforts:

- The 10th phase of RDP started early in the year with identification of CBOs from Balochistan and the NWFP. The year-long training package, comprising eight workshops of two to six days, helped increase community participation in management and governance of participant CBOs and their activities, created consciousness among masses on common issues, and paved way for collective action. Additionally, SAP-PK's point of view on contemporary political situation got transmitted to RDP participant CBOs and communities during follow-up visits.
- A Gender Policy was formulated and presented before the staff for comments. After some amendments, it was adopted by the senior management and presented to the National Council for approval. Meanwhile, a Gender Focal Group, comprising six female and four male staff members, was formed and its five meetings were held during the year.
- The Punjab Development Dialogue was held on the theme of *Sectarianism: Problems and Solution* in January. Its follow-up was organized on the theme of *Sufism and Peace* in March. More than 1,000 people participated in the event from all over Punjab. They included NGO/CBO staff, community members and representatives of the civil society.
- Inter-provincial Development Dialogue was held on the theme of *Culture of Intolerance* and was attended by more than 50 participants from Punjab and the NWFP. The dialogue not only created better understanding of the issue among the participants, but also provided them with an opportunity to share their perspectives on its different dimensions. Resource persons were invited from all over the country for the facilitation of this event.
- A three-day training workshop was organized for local research groups from 1-3 September. This event helped the local researchers from 15 districts of Punjab, involved with the Local Research Program of SAP-PK, to understand various research methodologies and data collection techniques, and apply them to their work. Regular field visits were also conducted to help them overcome their immediate problems.

RDP CASE STUDY

The Story of Najma...

Najma, a young woman of 25, comes from a lower middle class family of a Pakhtoon tribe. Living in absolute poverty and hostile tribal surroundings at her village Dalwari Bala, Gadoon of the NWFP, she often dreamt about doing something incredible for the women of her area, who were deprived of the basic amenities as well as rights.

A helpless, but determined, Najma joined Social Welfare Organization (SWO), a local CBO doing development work. As was feared, her decision to join SWO triggered the indignation of the tribal elders. When SAP-PK invited SWO to participate in RDP, Najma was nominated.

After attending the training, she started holding meetings and successfully mobilized a substantial number of the women folk of the area. No sooner she started educating her community, her activism was construed as a flagrant violation of tribal norms and the tribal chief started a propaganda war against her culminating in expulsion of her family from the village.

However, SAP-PK learnt about the victimization of Najma and helped her organize a dialogue with the community involving women. They were successful in generating a strong voice from the women of the village to support her. The dialogue disarmed the tribal chiefs who withdrew their decree against Najma and her family.

This was the first time in the history of the village that the women ventured to express dissenting views, thus paving the way for Najma and her colleagues to continue their struggle. Najma, along with other female members of the organization, is now busy organizing women groups in the adjacent villages of Gadoon and is considered to be a role model in these communities.

Punjab: Aik Tareekhi Khaka (Punjab: A Historical Sketch)

(Author: Anwar Chaudhry, Pages: 81, 1997)

“The analysis of political, economic and social conditions done in this handbook is unique as far as Punjab is concerned.” – Late Mr. Asif Khan.

Balochistan: Aik Tareekhi Khaka (Balochistan: A Historical Sketch)

(Author: Anwar Chaudhry, Pages: 104, 1998)

“In this handbook, complete history of Balochistan has been published in an easy-to-understand scientific manner for the readers.” – Monthly *Jafa Kash*.

Sindh: Tareekhi Khaka (Sindh: A Historical Sketch)

(Author: Anwar Chaudhry, Editor: Mustafa Nazir Ahmad, Pages: 96, 2000)

“This handbook is not only packed with information, but also makes an interesting reading because of its clear text.” – An academician.

Sarhad: Tareekhi Khaka (NWFP: A Historical Sketch)

(Author: Afrasiab Khattak, Editor: Mustafa Nazir Ahmad, Pages: 87, 2000)

“Reading this handbook has introduced us to a lot of historical information earlier unknown to us.” – President of a CBO.

Tashadud, Aman, Insani Baqaa (Violence, Peace and Human Survival)

This illustrated handbook tries to drive home the point that violence is promoted by certain sectors of the society -- the clergy, army and politicians -- to promote their personal ends.

Riasat ki Lamarkaziat (Decentralization of State)

This research paper aims at making the concept of devolution of power understandable for the common while, at the same time, offering policy guidelines to the government.

Dharti kay Banjar Honay ki Kahani (How Our Lands Became Barren?)

This illustrated handbook narrates the story of how our agricultural land suffered after the introduction of seeds from abroad during the ‘green revolution’ of the 1960s.

Commercial Sexual Exploitation of Children – Pakistan Perspective 2001

This research, the first of its kind for Pakistan, attempts to understand the dynamics of the issue, and provides useful and concrete measures for redress elaborated through case studies.

Tarraqi may Muawanat (Partnership for Development)

This is a series of case studies of organizations that have successfully implemented long-term projects in partnership with SAP-PK. So far, 34 such case studies have been published.

Sinfi Tarrqai aur Mutawazan Muasharra (Gender Development and Balanced Society)

This gender handbook offers an introduction to this concept for activists at the grassroots level, and helps them incorporate it as a cross-cutting theme in the work of their organizations.

Citizens and Governance

This report, one of the outputs of the “Civil Society in the New Millennium Project” organized by the Commonwealth Foundation, tries to capture the perceptions of ordinary Pakistani citizens on their problems and solutions.

FTP CASE STUDY

Profile of a *Hari* Committee

The staff members specifically delineated to carry out activities of Farmers' Training Program (FTP) have remained closely involved in all the stages of its development. Independent visits to *hari/kissan* committees undertaken by them have proved to be both insightful and reflective of the success of the program. The following profile offers one example:

A *hari* committee was formed at village Noor Muhammad Junejo in Hyderabad District of Sindh after the prerequisite primary membership of 20 farmers had been obtained. Initially, the members felt disappointed by FTP since it was only “a training, learning and information-sharing forum”, rather than an initiative that would provide them tangible benefits in the shape of monetary assistance.

However, gradual exposure made them realize that they were being exposed to ideas and practices more worthy than just credit or financing. After only 14 months, this *hari* committee grew into a formal organization named Hari Abadgar Taraqqiati Tanzeem (HATT). As a matter of fact, every *hari* committee, after reaching a discernable level of growth, is destined to become a formal organization – a farmers' association.

The *hari* committee's organizational maturity was reflected in the detailed presentation it gave on its activities during a visit of the FTP personnel. It has a strong team of activists who usually meet at a countryside tea stall of one Ahmad Mallah, a famous *hari* poet. The meetings of the committee are organized on weekly basis and, some times, coordinator of FTP for Sindh is also invited to participate in them and brief the members on a specific issue.

The committee members admitted that although no *hari* women had joined their group, there was a good deal of participation of rural women in FTP-related activities, especially seminars and the *kissan mela*. It is expected that direct participation of women in the program would increase in the near future.

- The National Development Dialogue was organized on the theme of *Arms' Culture in Pakistan*. Mid-level NGOs from all the four provinces were invited for the event. A set of recommendations (at the international, regional and national levels) was prepared on the occasion and also forwarded to the policy-makers.

- During May-June, SAP-PK staff held extensive consultations on finalizing program framework and work breakdown structure for the next five years. At the end of this exercise, a Strategic Planning Workshop was organized at Shoogran, NWFP for all the staff. This workshop reviewed the process, contents and findings of earlier consultations to evolve programmatic outlines for the future. It also identified policies, quality standards, monitoring and assessment parameters for all program spheres to increase their effectiveness.
- Through Democratic Rights and Citizens' Education Program (DRCEP), citizens groups were formed in 21 districts where the Local Bodies elections for phase-II were scheduled to be held. The DRCEP raised some crucial issues pertaining to democratic and political rights of the citizens in the election areas through a series of public mobilization campaigns, people's forums, interactive theatre and other educational activities. Material on basic democratic issues and values was also widely distributed among voters and general public.
- In order to promote coordination in work and provide focused input to partner organizations, Provincial Teams have been formed comprising at least one program officer from each of four divisions of SAP-PK. It is expected that they would improve the quality of work and avoid duplications and discrepancies in field level interventions by enhancing coordination. The teams are also acting as forums for discussion, sharing of field experiences and work planning, besides ensuring effective and efficient use of resources in their respective areas.
- Proposal for one-year Democracy and Human Rights Program (DHRP) was presented to the European Union for financial support. It aims at supporting the general election process due to take place in 2002. The objective of DHRP is to re-establish people's confidence in democratic institutions and processes, and increase their awareness of and participation in the general elections. The three target groups identified for the Program include media and journalists, political parties and candidates, and minorities. Two cross-cutting issues of utmost importance in Pakistan, gender and young people, have been mainstreamed in all activities to be undertaken within its context.

It is a fact that most of the problems shared by the populations of South Asian countries are common in nature and their solution involves similar kind of struggle. This paves way for collaboration and cooperation at the regional level. Apart from playing its role as a member of SAP Network (which is composed of similar organizations in Bangladesh, Canada, India, Nepal and Sri Lanka, and SAP-International (SAP-I) and Sri Lanka Canada Development Fund, SAP-PK also tries its best to extend cooperation to other regional forums and networks.

The nature of related activities ranges from participation in *South Asian Peace Conference* to facilitation of sessions during Regional Advocacy and Training Program on *Democratic Governance and Poverty Eradication in South Asia*. The only unfortunate part has been that for quite some time, no major regional activity could be organized in Pakistan because of the law and order situation, especially for foreigners.

SAP-PK's struggle has an international dimension too and it actively participates in activities that address issues of global importance. In July 2001, the organization's Executive Director (ED) attended *UN Conference on the Illicit Trade in Small Arms and Light Weapons*. Similarly, SAP-PK's Program Manager (PM) participated in a Consultation on *Media and Civil Society*, organized by the Commonwealth Foundation in Kuala Lumpur, Malaysia; and CIVICUS World Assembly for civil society representatives from all over the world, held at Vancouver, Canada.

These occasions not only helped the organization in successfully representing the viewpoint of southern NGOs on important global issues, but also benefited it in a number of other ways like increasing its outreach. More importantly, SAP-PK's contribution to such forums has always been based on its direct interaction with the people at the grassroots level. It takes pride in representing their aspirations and trying to win over support for them from other quarters also.

South Asia Regional People in Policy Program (SARPPP)

This Program, extending from September 2001 to March 2004, builds on nearly two decades of civil society building and strengthening work carried out by SAP organizations in South Asia. In particular, it extends and amplifies the activities of CIDA-funded SAP Transition program (1995-2000) that emphasized the involvement of SAP organizations, partners and networks in national and regional advocacy. The concept of SARPPP grew from the belief that appropriate, sustainable change at both community and national levels requires strong civil society collaboration, voice and action.

The **Goal** of SARPPP is *CSOs working together across South Asia with the ability to change policy to enhance sustainable human development in the region*. Its **Purpose** is *to enhance the capacity of South Asian and Canadian CSOs to increase the participation of CBOs, and particularly women, in local governance, and regional cooperation in South Asia*.

In October 2001, a three-day *SARPPP Orientation and Planning Workshop* was organized for managers and officers working on the Program in their respective countries. It followed a two-day workshop on *Result-Based Management (RBM)* by a CIDA consultant. The EDs of all national SAP organizations also participated in these events. Although the overall size of the Program is quite big, SAP-PK is doing very limited activities from its budget. The reason is that it is already conducting most of related activities under its various ongoing programs.

The three areas SAP-PK has chosen to work under SARPPP are *Alternative People's Budget*, *Advocacy on Sexual Exploitation of Children* and *Advocacy on Small Arms and the Right to a Safe Environment*. These areas have been specifically chosen considering their regional nature (in fact, the very same areas -- along with *Peace and Regional Cooperation* -- were identified by the SAP International Board as the priority ones for the region) and SAP-PK's existing expertise.

Study Report on Commercial Sexual Exploitation of Children

The Second World Congress against *Commercial Sexual Exploitation of Children (CSEC)* was held at Yokohama, Japan from 17-20 December 2001. Preceding this event, various preparations in the form of national and regional consultations were held in different parts of the world. For South Asia, a regional consultation against CSEC was held at Dhaka, Bangladesh on 5-6 November. SAP-I was commissioned by UNICEF Regional Office for South Asia to prepare country reviews on seven South Asian countries -- Afghanistan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka -- to enable the preparation of a background document for the Dhaka event and as a source of information at the Yokohama Congress.

SAP-PK undertook the task of preparing the country review on Pakistan, which focuses on an assessment of CSEC in Pakistan; the progress made since Stockholm Declaration and Agenda for Action, adopted at the First World Congress against CSEC in 1996; and lessons learnt together with good practices in combating CSEC. The document has been published by SAP-I along with the other country reviews and disseminated throughout the world. Its translation into Urdu is underway and work has also started on a documentary on this issue.

Pakistan Partners' Strategic Workshop

A SAP-PK team (comprising the ED, the PM and a member of the National Council) visited Canada in January 2001 to attend a two-day *Pakistan Partners' Strategic Workshop*. It was organized to familiarize the participants with SAP-PK's past and present activities, and highlight results achieved and expected from future program. An attempt was also made to find a common niche for partnership at three levels: advocacy (including policy debate), linkages and project implementation.

The other objectives of the workshop were to identify issues related to social development in Canada and Pakistan; explore areas where collaboration between Canadian and Pakistani organizations is needed; clarify Canadian involvement in supporting SAP-PK's community development projects; and develop criteria in order to provide inputs in assessing project proposals. It was attended by member organizations of SAP Canada, civil society leaders and representatives of CIDA.

The Canadian partners expressed their continued interest in supporting projects and programs through SAP-PK. Most of the discussion revolved around establishing an issues-based partnership through addressing global issues of concern like peace, human rights, democratic governance, etc.; and the need for more result-based information, that is required not only for reporting purposes but also for further mobilizing the support of Canadian constituencies.

Advocacy on Small Arms and Light Weapons

One of the major problems our world is faced with is the widespread proliferation of small arms and light weapons. South Asian, in particular, has been one of the worst-affected regions, and there is a growing awareness of the menace of small arms and light weapons. In March 2001, SAP-PK organized a national government-civil society seminar on the issue for input in Regional Strategy Meeting, held in

June at Colombo, Sri Lanka. This Meeting concluded with issue of Colombo Declaration, outlining the expectations of the people in the region.

SAP-PK has since then been at the forefront of all activities around this issue and has also provided valuable input to the government on a number of occasions. The organization is also a part of South Asia Small Arms Network (SASA-NET) and International Action Network on Small Arms (IANSA). It is carrying out its activities related to advocacy on small arms and light weapons under SARPPP, most important being consultations with civil society on the issue.

The concept of SARPPP grew from the belief that appropriate, sustainable change at both community and national levels requires strong civil society collaboration, voice and action.

SAP-PK NATIONAL COUNCIL AND GENERAL BODY

NATIONAL COUNCIL

Ms. Nigar Ahmed	<i>Chairperson</i>
Mr. Zain-ud-Din Khilji	<i>Treasurer</i>
Mr. Rochi Ram	<i>Member</i>
Fr. Bonnie Mendes	<i>Member</i>
Prof. Bahadur Khan Rodani	<i>Member</i>
Ms. Khawar Mumtaz	<i>Member</i>
Mr. Suleman G. Abro	<i>Member</i>
Ms. Anis Haroon	<i>Member</i>
Ms. Neelam Hussain	<i>Member</i>
Ms. Shazia Khan	<i>Member</i>

GENERAL BODY

Mr. I. A. Rehman	<i>Member</i>
Mr. Naeem Shakir	<i>Member</i>
Dr. Naimatullah Gichki	<i>Member</i>
Dr. Qurat-ul-Ain Bukhtiari	<i>Member</i>
Dr. Essa Khan Jogazi	<i>Member</i>
Dr. Zulfiqar Gillani	<i>Member</i>
Ms. Parveen Sikandar	<i>Member</i>
Mr. Mustafa Aziz	<i>Member</i>
Ms. Bushra Gohar	<i>Member</i>
Ms. Mishka Zaman	<i>Member</i>

SAP-PK STAFF MEMBERS

EXECUTIVE DIRECTOR

Mr. Mohammad Tahseen

MANAGERS

Mr. Irfan Mufti (Program) and Mr. Sikander Zaman (Finance)

SENIOR PROGRAM OFFICERS

**Mr. Mahmood Ahmad (Field Operations), Mr. Mustafa Nazir Ahmad (Communications),
Mr. Sharjeel Ahmad (Capacity Building) and Mr. Waseem Ejaz (Project Planning)**

FINANCE AND ADMINISTRATION

**Mr. Aftab Ahmed Jadraan (Accounts Officer), Mr. Shahzad Ahmad (Finance Officer),
Mr. Abdul Majeed (Administration Officer), Mr. Aftab Hussain (Office Assistant),
Mr. Allah Noor (Driver), Mr. Rana Ajmal (Driver), Mr. Arshad Hussain (Driver),
Mr. Abid Hussain (Driver) and *Late Mr. Ashiq Hussain (Driver)***

CAPACITY BUILDING DIVISION

**Ms. Zakia Arshad (Program Officer), Mr. Waseem Akram (Program Officer),
Mr. Mohammad Kamran (Program Officer), Ms. Risham Anwar (Program Officer) and Mr. Aamir Rana (Program Officer)**

PROGRAM PARTNERSHIP DIVISION

**Ms. Naeema Malik (Program Officer), Ms. Uzma Zarrin (Program Officer),
Ms. Tasleem Zonar (Program Officer) and Mr. Mazhar Leghari (Program Officer)**

DEVELOPMENT SUPPORT COMMUNICATIONS (DSC) DIVISION

**Mr. Saleem A. Khan (Program Officer), Ms. Shabnam Rashid (Program Officer),
Mr. Anwar Chaudhry (Program Officer) and Mr. Mahboob Ali (Design Officer)**

CAPACITY BUILDING DIVISION (CBD)

RESOURCE DEVELOPMENT PROGRAM (RDP)

Activity	Dates	Venue	CBOs/Participants	Outcome Results
Identification of CBOs for Participation in RDP	24-31 January 25 Jan-8 Feb	Balochistan NWFP	72 CBOs 64 CBOs	136 CBOs became SAP-PK partners and required number (40) of CBOs were selected out of them
Mutual Acquaintance Workshop	25-26 February 27-28 February	Lahore Quetta	26/52 (NWFP) 22/34 (Balochistan)	The participants got acquainted with each other and developed understanding of SAP-PK
Development Orientation Workshop	26-29 March 30 Mar-02 Apr	Lahore Quetta	22/46 (NWFP) 17/34 (Balochistan)	The participants learnt basic concepts of development, and how to conduct community baseline surveys and situation analysis
Follow-up Visit	05-19 May 07-25 May	Balochistan NWFP	20 CBOs 20 CBOs	SAP-PK's staff conducted monitoring of participant CBOs and required support was provided
Capacity Building Workshop	07-12 July 12-17 July	Lahore Quetta	19/38 (NWFP) 18/41 (Balochistan)	The participants came to know about various types of leadership, prioritising their problems and undertaking long-term programs
CBO Management Workshop	27 Sep-2 Oct 10-15 October	Quetta Lahore	16/28 (Balochistan) 15/28 (NWFP)	The participants were imparted training on various organizational structures, setting up new systems and implementing and managing long-term programs
Follow-up Visit	27 Aug- 10 Sep 21-29 August 09-16 Sep	Balochistan NWFP NWFP	20/305 09/90 10/130	SAP-PK's staff conducted monitoring of participant CBOs and required support was provided
Gender and Development Workshop	05-07 Nov 08- 10 Nov	Lahore Quetta	18/38 (NWFP) 18/35 (Balochistan)	The participants were made clearer on the existing power structure that promotes feudalism and hampers women's progress
Financial Management Workshop	08-10 Nov 11-13 Nov	Lahore Quetta	18/45 (NWFP) 18/40 (Balochistan)	The participants acquired skills to develop budgets, maintain cash books and generate local resources
Inter-Provincial Workshop	28-30 Dec	Lahore	45/75 (NWFP and Balochistan)	Cross-cultural sharing took place on macro issues and the participants gained a clearer vision of a peaceful Pakistani society

STRENGTHENING DEMOCRATIC ELECTORAL PROCESSES (SDEP) PROGRAM

Activity	Dates	Venue	CBOs/Participants	Outcome Results
Workshop of State, Law and Politics	8-12 Jan 19-23 Feb	Lahore Quetta	4/40 (NWFP) 3/45 (Balochistan)	The participants had better understanding of the background of state institutions and their role in maintaining status-quo
Workshop on Electoral Process and Role of Election Commission	23-27 Mar	Lahore	3/27 (NWFP)	The participants learnt the importance of women's participation in the electoral process and understood the parliamentary form of government

SHORT-TERM CAPACITY BUILDING INPUT (SCBI) PROGRAM

Activity	Dates	Venue	CBOs/Participants	Outcome Results
Workshop on Micro-entrepreneur and Rural Marketing	26-29 Jan	Sindh	16/26	The participants were better equipped with new methods and techniques to run micro-entrepreneur/small business at community level
Training workshop on Advocacy and Networking, and strategies for Community Mobilization	15-17 May	Lahore	4 networks/26 participants	The participants acquired skills, experience and information on themes like nature and significance of advocacy issues; policy formation and interventions; and designing issue-based advocacy campaigns
Training Course on Peace and Conflict Resolution	25-27 May	Lahore	10 NGOs/19 participants	The participants were introduced to themes like peace process in South Asia; actors in global peace process; women and peace; role of civil society in peacemaking; alternative movements for peace; defense expenditure and nuclear arms' programs; European experience of peace making; and militarism and development
Workshop on Community Mobilization and Women Development	24-26 July	NWFP	8/26	The participants acquired basic skills of community mobilization and were able to use them at community level

Participation in Workshop on Strategic Choices for Micro-finance	19-22 Aug	Islamabad	15 NGOs	Sharing took place on micro-finance related programs and future dimensions for collaboration were explored
Workshop on Participatory Planning and Management	07-09 Sep	Balochistan	9/22	The participants were enabled to develop, manage and execute long-term community programs
Workshop on Participatory Development	24-26 Sep	Lahore	27/48	The participants learnt basic techniques of Participatory Rural Appraisal (PRA) and Rapid Rural Appraisal (RRA)
Workshop on Community Mobilization	16-17 Oct	Kamoki, Punjab	16/29	The participants acquired skills in how to mobilize their communities on common issues
Workshop on Proposal Development and Report Writing	01-04 Nov	Lahore	23/33	The participants were taught to develop proposals for community development projects/programs
Workshop on Strategic Planning	08-09 Nov	Hyderabad	4/20	The participants were provided help in developing strategic plans for their respective organizations
Workshop on Community Mobilization	11-12 Nov	Sheikhupura, Punjab	21/41	The participants acquired skills in how to mobilize their communities
Workshop on Organizational Management and Micro-credit	08-12 Dec	Lahore	2/29	The participants were imparted organizational management skills and orientation on how to run micro-credit schemes

GENDER AND DEVELOPMENT (GAD)

Activity	Dates	Venue	Participants	Outcome Results
Workshop on Gender Sensitization for SAP-PK Staff	21-24 Feb	Lahore	15	The staff had greater understanding and shared vision of gender issues, and many participants identified change in their attitudes and, as a result, suggested improvements in organizational culture
Gender Assessment of SAP-PK Projects	01-06 May	Lahore		Gender assessment tools, required formats and analysis matrix were developed
Participation in RDP's Follow-up	07-27 May	NWFP	20 CBOs	Contact was developed with RDP participant CBOs to initiate dialogue on gender issues with them
5 Meetings of Gender Focal Group (GFG)	15-30 June	Lahore	10 SAP-PK staff members	Outlines of proposed gender policy were identified
Workshop on Gender and Development (GAD) for SAP-PK Staff	11-12 Aug	Lahore	15 SAP-PK staff members	The new and support staff of SAP-PK got acquainted with the concepts of GAD, developed common vision on its cultural aspects, and designed basic tools and indicators its assessment
Participation in South Asian Conference	11-14 Sep	Kathmandu	200	A South Asian perspective on the state of women in the region was developed and strategies to combat difficult circumstances through cross-cultural interaction were discussed

PROVINCIAL COORDINATING COUNCILS (CCs)

Activity	Date(s)	Venue	CBOs/Participants	Outcome Results
Meeting with Bhit Shah Declaration Coordinating Council (BDCC)	11 Feb	Hyderabad	13/13	Future strategies to activate Divisional Coordinators were developed and BDCC's expanded role at district-level was reviewed
Meeting with Sarhad Coordinating Council (SCC)	26 Feb	Peshawar	4/7	SCC's district level operations were reviewed and possibilities to attract more participation in its work were explored

Meeting with Balochistan Coordinating Council (BCC)	29 Feb	Quetta	2/4	A four-day training workshop was suggested to develop a efficient communication system for BCC
Meeting with BCC	31 March	Quetta	2/4	BCC's financial needs were reviewed and an MOU was signed
NCE General Body Elections	23-24 Apr	Lahore	27 CBOs	New representatives of Network for Community Empowerment (NCE) were elected
Meeting with SCC	26-27 Apr	Peshawar	35 CBOs	SCC's existing interventions were reviewed and new dimensions were explored for the future
Meeting with NCE Executive Body	26 July	Lahore	8/9	Quarterly workplan was and action plan for district-level interventions was finalized
Meeting with BDCC Executive Body	August 11	Hyderabad	10/11	Action plan for district-level operations was finalized, task committees were nominated and responsibilities were assigned
Meeting with NCE, Lahore	17 Sep	Lahore	5/6	Training needs assessment of 40 organizations was conducted
Meeting with BDCC General Body	22-23 Sep	Mirpurkhas, Sindh	65/74	BDCC's business plan was reviewed and its structure at district-level was redefined
Workshop on Communication Skills	13-16 Nov	Lahore	3 CCs (Sindh, NWFP, Punjab) / 16	The participants acquired skills in report writing, proposal development, and theatre and poster making
Dialogue with NCE on Impact of Current Political Situation	23 Oct	Lahore	1/23	NCE presented its point of view on contemporary political situation and areas for intervention were identified

TECHNICAL SUPPORT PROGRAM (TSP)

Activity	Dates	Venue	CBOs/Participants	Outcome Results
Sectoral Training Workshop on Health	02-04 May	Lahore	16/30	The participants learnt basic concepts of health, basic preventive healthcare measures, and planning and designing future health programs
Sectoral Training Workshop on Water Supply, Sanitation and Solid Waste Management	28-30 June	Lahore	14/22	The participants had increased understanding of solid waste management, role of individuals and institutions in waste management, and community mobilization
Sectoral Training Workshop on Health	27-30 Sep	Lahore	14/26	The participants learnt basic concepts of preventive healthcare and how to maintain a health-friendly environment

PROGRAM PARTNERSHIP DIVISION (PPD)

LONG-TERM PROJECT SUPPORT

SECTOR	2001	2000
Agricultural Development Support	561,000	517,750
Skill Training Support	741,300	799,656
Education Support	2,031,592	1,652,530
Community Mobilization	480,000	966,000
Sanitation Support	--	160,000
Advocacy Support	1,758,000	--
Labor Education Support	284,900	126,000
Health Support	832,500	38,500
Institutional Strengthening Support	108,107	116,000
Capacity Building Support	1,901,720	4,192,100
Income Generation Support	1,271,000	891,650
TOTAL	9,970,119	9,460,186

PROJECT UPDATE

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Total Active Projects	46	42	38	31
Projects Completed in this Quarter	07	04	00	05
Monitoring Visits	14	10	15	12
Monitoring/Progress Reports	18	15	15	14

PROJECT SUPPORT: OUTPUT RESULTS

Nature of Projects	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
1. Community Projects					
RDP Follow-up Visits	01	03	02	01	07
New Proposals Developed	00	00	08	00	08
New Proposals Approved	00	00	00	01	01
New Projects Funded	08	00	00	09	17
2. Advocacy Projects					
Project Planning Meetings	00	00	08	03	11
New Proposals Developed	00	00	07	00	07
New Projects Funded	01	00	00	00	01
3. CC Projects					
New Proposals Approved	02	00	00	00	02
New Projects Funded	02	00	00	00	02
4. Innovative Projects					
Project Planning Meetings	00	04	00	04	08
New Projects Funded	02	00	00	00	02
5. Short-term Support	04	10	07	05	26

DEVELOPMENT SUPPORT COMMUNICATIONS (DSC) DIVISION

DEVELOPMENT DIALOGUES

Activity	Dates	Venue	Participants	Theme
Punjab Development Dialogue	27-29 Jan	Lahore	25	Sectarianism: Problems and Solution
Follow-up of Punjab Development Dialogue	24 March	Lahore	1,000	Sufism and Peace
Inter-provincial Development Dialogue	17-19 Mar	Lahore	50 (Punjab and NWFP)	Culture of Tolerance
Follow-up of Inter-provincial Development Dialogue	25-26 July	Rahim Yar Khan, Punjab	25	Effects of Sectarianism on Women in Pakistan
National Development Dialogue	14-16 Sep	Lahore	50 (from four provinces)	Arms' Culture in Pakistan

LOCAL RESEARCH PROGRAM

Activity	Dates	Venue	Participants	Theme
Training Workshop	30 Mar-01 Apr	Lahore	20	<i>Research Techniques</i>
Business Meeting with Researchers	6 July	Lahore	30	<i>Data Collection Techniques</i>
Training Workshop	01-03 Sep	Lahore	30	<i>Data Collection Techniques</i>

INTERACTION WITH CIVIL SOCIETY GROUPS

Activity	Dates	Venue	Participants	Theme
Meeting with Journalists	05 April	Lahore	20	Role of Media in Development
Meet the Press (Lahore Press Club)	07 April	Lahore	50	Orientation on Development
Meeting with Punjab Professors and Lecturers Association	20 April	Lahore	20	Role of Civil Society in Development
Issue-based Seminar for Journalists	25 June	Lahore	50	Small Arms' in South Asia
Meeting with Public Health Engineering Department	25 July	Lahore	30	Role of Civil Society in Development
Workshop with Anjuman Falah-i-Muasharra	11 Nov	Wah Bachra (Mianwali)	50	Development Orientation
Workshop with Al-Mujahid Welfare Society	12 Nov	Musa Khel (Mianwali)	35	Development Orientation
Workshop with Lahore Association of Women Journalists	08 Dec	Lahore	8 female journalists	Organizational Building
Orientation of Journalists	12 Dec	Lahore	10	Local Research Program
Workshop with Punjab Union of Journalists	21 Dec	Lahore	Governing Body of PUJ	Strategic Planning

OTHER ACTIVITIES/INPUTS

Activity	Dates	Venue	Participants	Theme
Seminar	01 March	Islamabad	50	<i>Small Arms' in South Asia</i>
Input in Short-term Capacity Building Input Program	25-27 May	Lahore	25	<i>Peace Studies and Conflict Resolution</i>
Input to PPD	05-06 Aug	Khanewal	100	<i>Agricultural Policies</i>
SAP-PK Internal Forum	16 August	Lahore	SAP-PK staff	<i>Alternative Budget</i>
Regional Advocacy Training Program	02-16 Sep	New Delhi, India	25 (from South Asia)	<i>Democratic Governance and Poverty Eradication in South Asia</i>
Study Visit to India	17-25 Sep	New Delhi, Ahmedabad		<i>Documentation and Publications</i>
Consultative Meeting	20 Sep	Lahore	200	<i>Role of NGOs in Present Situation</i>
Input to Bhitshah Declaration Coordinating Council	21-22 Sep	Ratnabad (Mirpurkhas)	BDCC members	<i>How to make BDCC Effective?</i>
Bulleh Shah Day	22 Sep	Lahore	500	<i>Sufi Poetry and Peace</i>
Peace Vigil and Rally	26 Sep	Lahore	100	<i>Attack on the US</i>
Book Launching Ceremony	22 Oct	Lahore	50	<i>Taboo! The Culture of a Red Light Area</i>
Book Launching Ceremony	12 Nov	Lahore	50	<i>Salt Range and the Potohar Plateau</i>

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