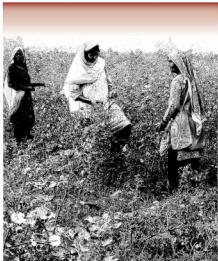


# PROGRESS REVIEW 2009



Empowering the Powerless



## South Asia Partnership Pakistan

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## **SOUTH ASIA PARTNERSHIP-PAKISTAN**

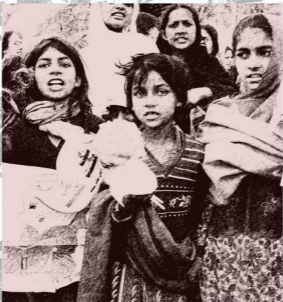
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# Contents



## Director's Note

Another year ends. Successive incidents of suicide bombing, increasing violence against women and religious minorities, human insecurity, general price-hike, and crippling effect of the electricity outage on employment and housing sectors is among the several factors that seem to ruin the jubilation of any achievements made, rather earned. However, it is certainly satisfying that media, judiciary and newborn democracy now stand firmly following a ruffled start back in 2008 when everything seemed to fly out of hands and Pakistan was at the verge of collapse. These institutions appear as good signs and we feel things are now moving in the right direction. The pace is slow, but definitive. There is no other option in sight.

It is interesting to note that amidst apparent chaos, a consensus is developing in Pakistan among all actors of civil society and some supporters in the administration and many in the parliament that Pakistan needs to revisit rather reboot itself. The problem is that everything is so decayed that perhaps some of us would feel encouraged to make a surgical operation to fix things. But it is also a fact that we are not in nineteenth and twentieth century when things were politically fermenting to a degree of revolution in classical terms. So, it is relevant in today's realities that we continue to dig our heels in the odds and try to fix things at the same time. That is why SAP-PK weighs things on a positive scale. We feel that despite all issues of bad governance, our parliament has done some wonderful things too. It has done so by debating bills on sexual harassment of women workers, domestic violence, constituting parliamentary committee to look into the constitution of Pakistan and fix it, reminding India time and again to resume composite dialogue, shaping opinion of the people across Pakistan to condemn religious zealots and undertaking a coalition form of government for the first time ever. So, there is a hope for us too in the contemporary overwhelming chaos. South Asia Partnership - Pakistan (SAP-PK) is walking the rope of hope and disappointment in the current situation. We try to observe a balance of caution while walking it. We, as citizens of Pakistan cannot afford to be all dismayed as prophets of doom or absolutely tricked into illusion of self-accomplishment as advisors of our dear government are. And this is our role that we should be vibrant, impartial and vigilant member of civil society.

SAP-PK has continued to perform its due role in 2009 as in the past decades. There must be many mistakes which we might have made on the way. But there were many achievements too. Here I would like my staff and friends to appreciate us for what we



achieved and would like more if well-wishers point out our shortcomings and suggest us alternatives.

This report covers some of our work that we could give words to. Your views are cordially welcome.

**Mohammad Tahseen**  
Executive Director



## National Context

Pakistan's socio-political and economic context has been full of satisfactions and disappointments in 2009. Disappointments took the lead though as there was an immense backlog of economic, constitutional, political and administrative issues which the newborn coalition government inherited to grapple with. Pakistan came under all time fiercest attack of the militants and the governance continued to stagger under its own incompetence.

Taking a general stock of the past year, we find lot of developments which give us some reasons to be satisfied about too. In the first place, there were serious efforts seen in the parliament for the passage of bills on domestic violence and harassment at workplace act. Then the government opted for the continuity of the Gender Reform Action Plans to situate gender equality. It also promised the farmers a good return of their produces and tried to stick to its words despite loopholes and shortcomings. It restored judiciary though there were hiccups and hesitations initially. Similarly, the opposition continued to support the system unlike the politics of 80s and despite the fact there were many occasions when both, the government and opposition, cross fired at each other and things seemed to reach point of no return and fears harbored about the derailing of democracy itself. Pakistan witnessed massive military operation in Swat and the resettlement of a nearly three million displaced population in three months in the same year. This was the largest one-time displacement recorded in human history ever. Here we might argue, and very rightly, about the state policy - which groomed and let the Taliban and their sympathizers lose on innocent public - and the quality of the administrative and economic support provided to the IDPs during and after displacement but hardly anyone would disagree with the fact that it was 'now or never' kind of a situation especially when the militants had ravaged the spirit of the Constitution of Pakistan and were cutting throats of those who dissented. One of the biggest achievements of the year is that except a few thousand hardliners who are sparsely situated, millions and millions of Pakistanis now condemn the hardliners' brand of Islam.

As far as disappointments were concerned, those were many also. We believe Pakistan could have done far better using the opportunity and the passion that society had after removal of the President Retired General Pervez Musharraf. For example, the law and order situation continued to remain the biggest upset in 2009 along with the forced disappearances of citizens, especially in Baluchistan, and the helplessness of even the most vibrant court of ours, i.e., the Apex Court, on the disappearances.



In 2009, Pakistan witnessed the highest number of suicide-bombings compared to the incidents of any previous year. The frequency and omnipresence of the blasts made people mentally sick and completely doomed the already languishing economic activity and raised serious questions about the performance of the national security agencies. The lack of foreign investment, eventual imbalance of trade, together with load shedding, and elitist form of governance then caused immense price hike, rendering the poor out of employment and pushing them further down the line of abject poverty. Farmers and rural workers numbered highest among those who were affected the most. They were affected by the absence of any farmers' policy at the federal and provincial levels, incompatible pricing and distribution and management system of fertilizers, pesticides, loopholes of marketing system, scarcity and unjust distribution of water and the unavailability of farm related jobs. The governance, which should have been more responsive and democratic to handle multi-pronged crisis looming large since February 2008, did not live up to the expectations of the citizens. Surprising, rather disappointing, was the fact that most of the lucky roost of about 100 cabinet members got portfolios of such ministries of which they did not have any experience or knowledge at all. Similarly, there was hardly any ministry, both provincial and federal, which developed any system of transparency and accountability before public to claim, at least, some of the dignity and respect that governance has lost in past years of incompetence. Still there does not seem to be any urgency on the part of federal and provincial governments to form and demonstrate such systems.



The situation of Pakistan, as explained above, is based on palpable facts and is undeniably very worrisome. Perhaps of greater concern are the conditions of women and religious minorities and the attitude of the government towards the local government system - which is believed to be the mother of democracy. Women make 48 % of Pakistani population, the largest stakeholder in any form of local, national or regional crisis, and make for one of the basic reasons on the basis of their conditions as to why SAP-PK and other civil society organizations actually exist at all. The discussion without bringing women's conditions in focus cannot be complete.

As far as violence against women is concerned, there were about 5000 cases of domestic violence, rape, acid-burning and mutilation of limbs reported in media in 2009 alone. These statistics are the highest as compared to those of previous years. In a country where a woman is physically and emotionally hurt in every 3 seconds cannot claim a smooth sailing. But the reported incidents illustrate at least three very important aspects. One, women in Pakistan are now pushing more for their social, political and economic rights against the traditional limitations due to more awareness and the very situation can be turned into

opportunity. Two, the society has become more violent as the consequence of policy and education of hatred and elimination and economic disparities and there is no more need for government and civil society to work together. And three, media is becoming more efficient in bringing cases to the fore and it needs to be further mobilized to take up women's issues. The rising violence in society is basically a result of polarization. This does not mean of course that polarization and violence are important for progress. But these sometime serve as comparison and are indicators of unrest which otherwise remains shrouded under cultural mindset.

Like violence against women, violence against religious minorities has also been one of the strong reminders for all those who matter. It has been reminder of the need of policy and legislative review and action not taken by Pakistan despite repeated demands of national and international civil society. Hundreds of Christian families in Gojra lost their property and nine lost their lives as the result of propaganda of the religious vigilantes and the eventual mob-justice wreaked by more or less 816 perpetrators between July 31 and August 3, 2009. The civil society still continues to hope for the stringent possible action and immediate review of blasphemy law and re-affirms its belief to stand against all forms of injustice and violence. SAP-PK stands firm and clear among those who say no to violence.

Year 2009 was full of activities for SAP-PK. The strategic directions and development priorities basically resulted of the context explained in the above paragraphs of this report. To put in a nutshell, it was good governance, rights of peasant, workers rights, women and religious minorities, violence against women and synergies and collaboration with national and regional institutions and organizations on the same issues which comprised most of the development agenda for us in 2009. Following parts of this report briefly tell us about our involvement throughout the reported year.



## About SAP-PK

**South Asia Partnership (SAP)** is a network of participatory development-support organizations operating under the same name and for the same purposes in Canada and four South Asian countries, i.e., Bangladesh, Nepal, Pakistan and Sri Lanka. Collectively, five organizations and Sri Lanka Center for Development Facilitation form SAP-International which has its office in Colombo. SAP-Canada is a consortium of Canadian voluntary organizations and the South Asian components are national NGOs that work for the uplift of the marginalized populations in their countries. In India, a group of local organizations shares the responsibility as SAP-India.

**South Asia Partnership-Pakistan (SAP-PK)** is a non-sectarian, non-denominational and non-profit NGO. It was founded by a group of leading Pakistani development and social activists in 1987. It started functioning after the establishment of its Secretariat in 1989.

**SAP-PK's mission** is to create enabling environment for participatory governance and sustainable collective action for peace, human security and regional cooperation at South Asian level, through organization of the marginalized sections of society and development of their capacities. It operates with **four core objectives**, which are as following:

- Strengthen the capacities of local groups/organizations, their networks, elected representatives, mid-level NGOs, peasants, workers and religious minorities, including women and men, to protect, support and promote equality, sustainable community development, livelihood, peace, human security, and democratic values;
- Contribute to bring about change, through research, advocacy, capacity development and development initiatives, with respect to human rights, poverty, sustainable livelihood, peace and human security, and democratic governance, at the local, provincial, national and regional levels;
- Create networks of the civil society organizations, peasants and workers at the local, provincial and national level;



- Increase Canadian and international NGOs' involvement in Pakistan.

SAP-PK's initiatives are based on its development philosophy that people are at the center. This understanding helps SAP-PK design its programs on the basic and strategic needs of the disadvantaged and unheard people, especially the ones living in rural areas. In its last five-year strategic planning exercise in 2005, SAP-PK followed the following programmatic thrusts:

- Democratic Governance
- Poverty and Livelihood
- Human Security and Safe Environment
- Peace and Regional Cooperation

In line with the stated thrusts, SAP-PK is running different programs and projects, with farmers, peasants, elected-representatives, especially women and religious minorities, civil society organizations and networks. Most notable of the organization's programs are as under:

- 1) **Strengthening Democratic Governance Program (SDGP):** SDGP completed its tenure in 2009. It is a capacity building, research, advocacy and partnership program aiming to develop favorable environment for good governance, poverty eradication and livelihood, human security and safe environment, peace and regional cooperation, and gender and development, in 40 districts of Pakistan. It is being implemented with peasants, workers (especially women and religious minorities) and their networks, civil society organizations, elected representatives and state officials who are working at various levels of the local, provincial and national governments. Since March 2009 onwards, SAP-PK extended the program for another year with the agreement of CIDA and SDC.
- 2) **Community Support and Development Program (CSDP):** SAP-PK started FDP in 1998 in Punjab and Sindh province to uplift economic situation of poor farmers and to organize them in small cooperatives. The program was renamed in 2009 as CSDP. Presently, SAP-PK is running **Community Physical Infrastructure Program (CPI)**,



**Drought Mitigation and Preparedness Program (Kalat) and Integrated Water Efficient Irrigation Project under the umbrella of CSDP.**

Stopping violence against women is also one of the most important areas for SAP-PK given the pathetic conditions women are faced with. There are two distinct programs that SAP-PK undertakes on this issue. One of these is nationally organized. The second is being implemented regionally.

**3) Ending Violence Against Women (EVAW)**

EVAW is a national membership-based campaign being run under "We Can". It is honored to have hundreds and thousands of members - male and female, across Pakistan - who promise to end violence against women in their respective families and communities. This is one of the largest campaigns on violence against women in the world.

**4) Violence Against Women In Politics (VAWIP)**

VAWIP Program commenced in January 2006 under the SAP-International's regional program umbrella. VAWIP operates in other SAP countries with the same name. SAP-PK implements this program in 15 districts, covering more than 75 union councils of all four provinces. It began with a national level study on Violence against women in politics and national level sharing on violence against women with partner organizations. A total number of fifteen watch groups at district levels were formed to provide technical and, where needed, legal support to women. These groups comprise of informed and influential citizens.

**Organizational Structure and Staff:** SAP-PK is operational with the valuable assistance of:

- National Council, presently having 11 members,
- General Body, presently having 13 members,
- National Secretariat
- Four Provincial Offices
- 40 District Partner organizations and District Resource Centers

There are 120 staff members in SAP-PK's system presently headed by a team of Executive Director, Deputy Director, Project Team Leaders (PTLs), Manager PM&E, Manager HR and Contoller Finance. There is also a team of Office and Field Coordinators working with the PTLs.



### SAP-PK's Membership and Affiliations

1. **South Asia Partnership** (Working in five countries, including SAP-PK, SAP-Nepal, SAP-Sri Lanka, SAP-India and SAP-Canada)
2. **South Asia Peace Alliance** (SAPA: a body of NGOs and civil society organizations working to promote peace in South Asia)
3. **South Asian Small Arms Network** (SASA Net: South Asian Small Arms Network: a South Asian network for peace and elimination of small arms)
4. **World Social Forum**: A global campaign for rights of the people
5. **Global Call to Action against Poverty**: (GCAP - a campaign running under the United Nations' Millennium Campaign (UNMC) for Eradication of Poverty and MDGs)
6. **Sustainable Livelihood and Enabling Social and Political Participation**: A network of community protection in South Asia, at the districts level)



## Democratic Governance and Peasants' Rights

### Strengthening Democratic Governance in Pakistan (SDGP)

Governance, in SAP-PK's view, is a combination of political and administrative dispensation at different levels for performing certain roles. These dispensations have to be backed by a system of efficiency, transparency and accountability. Everything branches out of the same trunk, i.e., governance. Symbolically, the performance of the trunk and branches depend on the performance of the roots, which is local, provincial and federal government in this case.

The local government system, in whatever form it may exist, is one of key arrangements and by being local in its form and closer to the soil in its nature it is therefore one of the most significant strategic directions for SAP-PK to work on. Since it is also true that about 70 % of the population of Pakistan lives in rural areas which is deprived the most too, and road to democracy and economic prosperity leads through the same, SAP-PK finds peasants and rural workers and their associations and networks as its natural allies in its struggle for the rights of the people. Research, policy advocacy, training and networking are SAP-PK's key tools in this effort. The overall idea of the project is to situate rural population in the paradigm of governance in a manner that people have their rights fulfilled and government and its departments become responsive and efficient towards the social, political and economic needs of the people.

SAP-PK is implementing SDGP in 43 districts of Pakistan<sup>1</sup> with governance and rights of the marginalized especially of women, peasants, workers and religious minorities in focus. Canadian International Development Agency (CIDA) and Swiss Agency for Development and Cooperation (SDC) are SAP-PK's partners in this 5-years' project. It completed its third year in March 2009 and entered a transition phase of about one year, from April 2009 to

<sup>1</sup> Punjab: Mirwal, Faisalabad, Layyah, Lodhran, Toba Tek Singh, Bahawalpur, Bhakkar, Rajapur, Sahiwal, Sahiwal NWFP: Haripur, Charsada, D.I. Khan, Lower Dir, Mardan, Bannu, Kohat, Peshawar, Swabi, Swat  
Sindh: Dadu, Larkana, Nawabshah, Sanghar, Badin, Jacobabad, Umerkot, Makur, Mirpurkhas, Ghotki  
Balochistan: Jhalasand, Nasirabad, Sibi, Kachi, Loralai, Kile Saifullah, Zbro, Lasbela, Gwadar, Kech, Mastung, Noxai, Kaler



March 2010, for negotiations of the next phase keeping in view new objective realities unfolding after the new government decided to send Local Government Ordinance 2001 packing.

#### Social Cohesion & Tolerance through SDGP

Basti Megwala of Tehsil Yazman has done wonders using the potential of SDGP. It is situated in District Bahawalpur and is a home to Hindu community who were bearing the brunt of being a religious minority in a conventional society. Here the peasants and workers group is called "Derawar Mazdoor Kissan Group" which largely comprises of Hindu community members.

Before SDGP was launched in this particular area, they felt so poor that they used to sit on the floor in front of Muslim community members lest they cause disrespect to them and cause communal clashes. Similarly, they used to celebrate their religious festivals, such as Divali, strictly indoors. However, things changed for the better radically after SDGP was implemented here with the help of a local organization, Cholistan Development Council (CDC).

Now it is the for the first time ever in the post-1947 history of Pakistan that Hindus, Muslim community members, Muslim religious leaders, Christian community members and their religious leaders participated in Divali, in 2009. The event made a considerable space in social circles. And it was also for the first time ever that journalists were participants of such an event and they directly interacted with them and learnt about their past experiences. At the end of the event, all participants also prayed for peace, tolerance, respect and solidarity among different segments of society and vowed to celebrate all religious events together with the same zeal and zest.

In the first phase of 3 years, SAP-PK formed 374 groups of peasants and workers in 40 districts in partnership with 40 district partners. Later, the program was extended to three more districts in Balochistan in 2009. The organization enhanced skills and issues related capacities of nearly 13,000 peasants and workers directly in areas of water management, livestock management, livelihood rights, cooperative functioning, formation of Citizens Community Boards (CCBs), human rights, women's rights, gender, proposal writing, monitoring and reporting in the target districts.

In order for carrying out these trainings and other capacity development events, SAP-PK had had the support of a 100-members trainers' resource pool, 43 District Focal Groups (DFGs - which comprise of professionals of different fields working as volunteers to support



cause of peasants and workers as outlined under SDGP I) and the information resource pool available in terms of 40 District Resource Centers (DRCs).

In the phase of one year, whereas SAP-PK consolidated SDGP, it also evaluated its systems and procedures and prepared the next 5-years' strategic plan and concerning projects.

This report generally covers the efforts made in the same transition phase.

In year 2009, some of the salient achievements of SAP-PK with reference to SDGP, included the consultation by the federal ministry of food, livestock and agriculture of the local and provincial networks of peasants and workers (PWGs) for making decisions on pricing of wheat and other agricultural produces. Before this, the ministries decided about prices arbitrarily. In 2008, SAP-PK had already started a nationwide consultative process and pressure building on the elected and unelected officials for taking peasants in the loop. Towards this end, a national conference was also organized in 2008, in which peasants networks from across Pakistan demanded a Farmers Policy instead of Agriculture Policy. Why they demanded it was because the latter treats peasants as units of production whereas the former treats them as human beings and equal citizens.

Provincial level achievements are also worth mentioning. Sindh is good example to start with. The Provincial Assembly of Sindh debated the issue of the land rights of the Huaris, i.e., the landless farmers, when SAP-PK, its allies and community groups conducted a historic 10-days Long March. Since the long march, Sindhi organizations, civil society, media and nationalist parties and community groups continuously follow up on the developments under the flagship of SDGP.

In Punjab also, the provincial government of Punjab thawed into action as peasants groups of SAP-PK, in South Punjab, made their presence felt at the national level, and bought even the last grain of their produce, i.e., wheat (there was a bumper crop in 2009; government of Punjab had lost its interest in buying more wheat than its original target of 40 million tons). The provincial government created committee to investigate, made sure even the last grain crop was picked and payments were then made on time and notified a body in advance to give recommendations for once-and-for-all kind of solution. This was the first time ever that role of the middlemen was also eliminated to a great deal.



Similarly, many local councils of the focus 20 districts invited constituent farmers and workers, especially women, to participate as observers in their sessions, and voluntarily shared financial and planning matters publicly in community seminars and political schools. NWFP remained upfront in holding such consultations despite insecurity, military operation and IDPs phenomenon.

At the national level, the federal committee on the role of the election commission invited input of SAP-PK in the policy debate, in a number of occasions in 2009. This recognition of SAP-PK's role comes as the result of the performance of the organization in training of the civil society observers who worked in the general elections of 2008 and shadow-reported the discrepancies and malpractices of the then government and their administrative cronies in national and international media, under the consortium based project, namely, Pakistan Coalition for Free, Fair and Democratic Elections (PACFREL).<sup>13</sup>

In 2008, SAP-PK, its partners and locally elected representatives held hundreds of rounds of community based and district level consultations for awareness of the people about the role of local government system in governance and democracy. The consultations gave constituents an informed choice and enabled them, especially women, to seek as to how they can carve their role in future political arrangement. The local media accordingly voiced in favor of the local government system especially in view of its ability to benefit people.

If we put the collective sense of all activities and achievements together, SDGP, we can say that was focused more on i) enabling the vulnerable groups to liaise, engage and negotiate for their rights and issues with actions in and outside the government, and ii) actively engaging CSOs in advocating and supporting peasants and workers' initiatives at respective levels.

At the back-end, SAP-PK and its partners carried out hundreds of activities. For example, as far as the enabling of the vulnerable groups of rural women and men, the peasants and the workers, was concerned, following reflection of the field level engagement will tell us more about it:

- SAP-PK conducted three consultation meetings, both individually and collectively, with all partners through facilitation of its provincial offices and supervision of the national office. These meetings resulted new understanding of partners about **results and processes** of the SDGP Phase II, **signing of MOUs** between them and SAP-PK, **clarity of the objectives** of the project and **detailed interpretation of each activity** and list of





**clear targets** set for 2009 and overall understanding of the activities to be held in the year and afterwards.

- SAP-PK's provincial offices and partner organizations jointly worked and **identified 80 Social Activists, from among 43 DPOs and DFGs of 40 districts**, to perform as trainers, for further **training 1600 members of their concerned UPWG**. UPWG is the smallest unit of 40 male and female peasants and workers from selected 10 villages of every UC. There was **criteria of selection** used to identify these activists and a follow-up plan.
- The DPOs conducted consultations at the UC level with representatives of the already formed PWGs for selection of the members of UPWGs.
- SAP-PK delivered a TOT to 60 Social Activists, 20 each from Sindh, Punjab and NWFP. There were 5 trainings planned at the outset, including 4-day workshop on role of activism in society, 4 day workshop on peasants rights and redefining struggle, 3 day workshop on gender, etc. However, partner organizations and provincial offices recommended during the process of consultations for MOUs to **cut down the number and duration of trainings** at this stage and roll over such advanced trainings in 2010, the trainings were combined together in the form of **weeklong TOT**. The idea for so doing was to first analyse the results trainings of short duration and if the activists' performance is found satisfactory, SAP-PK should then invest more on the selected lot.
- All trained social activists are planning their workshops to be held with the members of UPWGs. Each activist is given the task to transfer the knowledge gained through TOT to 40 UPWG members most of whom have already been identified. This means there are about 1600 members of UPWGs identified from 400 union councils of 40 districts, i.e., 10 districts of each province. These members added to 13000 members of PWGs which were organized into groups and trained in the first phase of SDGP.
- PWGs level trainings on water and livestock management were conducted at the UC level to keep in touch with the social capital created in the first phase of SDGP and overall economic situation of the rural communities.
- During the reported period, SAP-PK's provincial offices developed handouts in local languages sensitizing stakeholders about the significance of the local government

system for dissemination among participants of rallies and forums organized during the reported period with common citizen and elected representatives.

- SAP-PK filmed a documentary on issue of cotton producing farmers in Punjab, with special focus on Cotton Picker women, for the purpose of launching advocacy for increase in wages and proper policy for cotton pickers.
- Monthly meetings are taking place in all UPWGs formed to-date.
- After the TOTs were held, DPOs and provincial offices are in touch with the trained 60 Social Activists and helping them finalize training sessions with UPWGs and social mobilization in ten villages of each target UC. The UPWGs formed and trained village level groups of peasants and workers, in 4000 villages. Estimated 10,000 people were planned to be the members of the village level groups, in addition to about 13,000 members of PWGs which were formed between 2005 and 2008. Out of the new target of about 10,000 members, about 8000 were organized into groups in 2009.
- Out of total 400 UCs, SAP-PK already completed 205 UPWGs in 205 UCs, covering 1,837 villages (with variation in selection of number of villages against each UC in view of the local realities). SAP-PK shall complete its target of forming 400 UPWGs by the end of March 2010.
- Each DPO undertook meetings with selected members of PWGs, PWGs networks and members of the newly formed UPWGs and finalized the district and provincial level networking program, possibilities and expectations after the completion of the formation of all UPWGs. Related activities with emergence of district and provincial networks from December 2009 onwards
- The district networks met twice and the provincial networks of PWGs met once during the reported period and discussed their role in selection of UPWGs members and policy advocacy matters. The issue of wheat crop was raised by the network in Punjab which immediately followed a research-advocacy action and engagement of SAP-PK's top management with national media, government and government line departments followed from the same.



## Management and Review

Management and systems review is one of the regular exercises in SAP-PK to evaluate and improve upon organizational functioning. These exercises are organized internally and externally for projects and organization itself.

In 2009, SAP-PK conducted a review and introduced a new set of management practices and organizational structure to overcome communication and management issues. As the result of this two months' long exercise, TORs were redefined, hierarchy was cut to size, bureaucratic approach and communication gaps were removed, management costs were reduced and new leadership was enhanced. The new structure of SAP-PK is now simpler wherein responsibilities are more distinct and workload has been equally shared.

Other than this review of the structure, there were also some other major exercises held in the same year. Some of them are as below:

### Development of Result Based Management (RBM) System

SAP-PK introduced an online RBM System in 2009. The system was launched in December as a pilot to remove bugs before main office, project offices and district partners are linked together and the applications become operational.

### Online Financial Management System

Another major development towards making SAP-PK efficient and transparent in financial matters, was putting Financial System online. This is a real-time application with no editorial permissions in the field. It is continuously monitored in SAP-PK's main office rights. Donors are also able to view the statements and entries as and when required.

### Baseline Study

After completion of three years of SDGP, SAP-PK had a Baseline Study conducted to evaluate progress against outcomes and to set benchmarks for future work. It was an extensive work covering every aspect of the project in qualitative and quantitative terms. This study is available online too.



## Human Resource Development Policy and Gender Policy

In 2009, SAP-PK rolled out a new HR Policy and Gender Policy in view of the immensity of the size of the staff and projects' expansion. These policies took almost six months to complete. SAP-PK organized its General Body and National Councils' meetings twice in 2009 for discussion on and approval of the organizational business. HR Policy and Gender Policy was one of the most important agendas of these meetings. These policies are also available online.



## Poverty and Livelihood Rights

### Community Support and Development Program (CSDP)

Rural population contributes about 22 % share in the GDP. Some of very important reasons why SAP-PK chose to work with this segment of society is there being a majority, out of the 'informed political process', unheard in development planning, faced with gross human rights violations, gender-disparities and violence against women, and the fact that unless the 70 % population is reached, sensitized, motivated and facilitated to participate in the mainstream, Pakistan cannot be peaceful, more aware and educated, politically vibrant and sensitive to women and religious minorities. SAP-PK's model of CSDP is thus living with peasants, working out better strategies, applying small models, and seeking their support in the process of social transformation.

SAP-PK, in collaboration with PPAF, implements three different projects that offer livelihood options and income generation opportunities to the poverty-stricken people. Women are essentially part of the projects. Actually, no grant is given unless women are part of the groups constituted for designing and management of the projects.

During 2009, SAP-PK continued to implement two projects, namely "Community Physical Infrastructure (CPI)" and "Integrated Water Efficient Irrigation Project (IWEIP)" at Layyah of Punjab province. In Kalat, Balochistan, the organization implemented Drought Mitigation and Preparedness Project (DMPP).

#### Eligibility for Receiving Small Scheme Funding

1. Kissan Committee should have at least 25 members, of which at least 10 should essentially be the females members
2. Kissan Committee should develop community physical infrastructure scheme on participatory grounds. The scheme should contribute towards sustainable livelihood of the target families (gender and culture sensitive and viewed through principles of Human Rights)
3. It should have a bank account, managed by any two general members and not by the office bearers
4. It should have three effective sub-committees; Project Committee (proposal development and implementation), Audit Committee (for audit) and Maintenance Committee (to maintain the scheme once it is complete)
5. It should maintain monthly progress and financial record (double entry system)



CPI is about construction of basic agriculture and community related infrastructure for economic development. IWEIP is all about provision of irrigational system in dry-areas. DMPP is comprised of water infrastructure and management, sustainable agricultural development, land retrieval and water shed management and information, education and communication campaign. All these projects aim to strengthen capacity of the local communities to plan, develop and manage their own response strategies and provide communities with decision-aiding facilities that ultimately provide them with pertinent information on the management and conservation of vital natural resources such as soil, water and vegetation.

CPI and IWEIP are being implemented at Tehsil Choubara of District Layyah which is a desert area. Only grams used to grow here, depending upon three times rain, from sowing to clearing off the sandy fields for next crop. Peasants were certainly not all time lucky to have three times rain, in a required amount and at specific times. Now with IWEIP system in place, the peasants have three to four varieties yields and have almost quadrupled their income. There are farmers who have tasted wheat of their land first time in the history of Choubara.

In 2009, SAP-PK and PPAF completed 41 CPI and IWEIP schemes and 76 DMPP schemes. CPI and IWEIP benefited 4840 male and 4666 male community members whereas DMPP benefited 15975 community members of which 7593 were female. The overall collaboration between SAP-PK and PPAF has helped peasants develop 124 infrastructure and sprinkler-irrigation schemes under CPI and IWEIP during the reported time. The combined input of these two projects remained of rupees 51,982,621 of which community shared 20 %. In DMPP schemes, SAP-PK contributed 33,108,885 rupees whereas community shared 8,195,971 rupees in Union Council Nachara and Iskalkoo.



## Changing Chemistry

### A Case-study of Abid Kissan Committee

IWEIP Project: Nawan Kot, District Layyah

"Our first introduction starts with a joke like situation. We laughed at these two men when they told us we can irrigate our crops with water-pipe! None of us had heard about anything like 'hydrant'. So our first impression was that these two young men were trying to fool us, but they were fool instead", the energetic and robust Ghulam Abbas pointed his finger towards victoriously smiling field engineer and social organizer of South Asia Partnership-Pakistan. Now there was a green patch amid a wide expanse of sand where all these villagers had gathered, for sharing their experiences about what they termed 'revolution' in their lives. Those who have ever trudged through the desert, in more than 55 Degree Celsius temperature, can well imagine how it feels to sit on a cool green patch underneath the shady Sheesham and Peepal trees. It is nothing less than a miracle of the science on the one hand and a feast for eyes on the other hand. And perhaps it is one thing more. It is acknowledgment and acceptance of the changes coming in a much slower life. To reach to such level of acceptance, is never a smooth ride though, especially in communities which are betrayed over time by the ruling elite. These people were otherwise so skeptical that they did not sit together.

Ghulam Abbas, nearly 50, is the president of Abid Kissan Committee, at Murad Tanvee Wala village. This Committee now celebrates the installation of sprinklers, at the 15 acres of land which has been shared by 17 community members. These peasants got together in the last week of September 2008 to form their group. The making of this group did not come about out-of-the-blue of course. It was the result of many meetings held by social mobilizer and field engineer to sensitize and motivate them about forming one then facilitate them to form it, contribute financial resources and pieces of land, and work together under the community-culture of cultivation so that they get a larger share of benefit and gradually take control of their own lives in social and political spheres. So, the members were keen to see physical demonstration of hydrants at Tanvee Wala where Heryali Kissan Committee, another group of the same skin, was successfully using this technology. As the result of the meticulous spadework, 10 male and 7 female peasants joined their hand finally. That was the start of a new process of community based decision making.

Murad Tanvee Wala is a small village, of Union Council Nawan Kot. It is populated of about 600 people. The Abid Kissan Committee became as an opportunity in itself for about 320



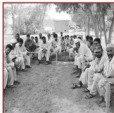
members of this village. The lives of the village-fellows here were totally dependent on only crop, grams, before the sprinkler form of irrigation took them by surprise.

"You got to be extremely lucky in the cultivation of grams if you depend on rain. Rains are very scant in our area. If you have three times rain in the entire cycle of crop, from sowing to harvesting, you are able to pick one or one and a half sacks of grams off an acre of land. And let me tell you, we have seen only a few times luck knocking at our doors." Ghulam Abbas revealed the thinness of the chances of survival in such an arid zone as Layyah.

"We members of Abid Kissan Committee pooled 357,400 rupees against the PPAF share of 1,790,600 rupees to install sprinkler irrigation system in 15 acres of our shared land once we formed the committee. In 20 or 25 minutes throw of water in 3 times a week is enough to water our land to enable us to pick 4 to 8 sacks of yield of grams from the same soil. It is enough for us to grow a 5 to 6 months fodder for a price as low as 250 rupees for 8 cattle. Before the sprinkler irrigation was started here, we used to travel as far as 15 kilometers to buy the fodder. It was so tiresome that a person lost all day in the hassle of travel under extreme weather conditions. We used to spend about 1,000 rupees for the same amount of fodder. Now you can calculate the savings we do on daily basis. You perhaps are not fully aware of the difference 750 rupee can make in our lives here. These are equivalent to one month's school fee of a primary school, food and expenses of a child, who is our future. It is enrichment of food, locally known as Khal Wanda (oil cake) - which is a promise for better health and milk production of our cattle" Ghulam Abbas highlights some of the value additions coming across their lives through sprinkler-irrigation system.

The villagers in Murad Tanveer Wala have also cultivated millet, usem and kavera (types of fodder) for the first time during the past session. It is for the first time they have seen green fodder sprouting out of the sands and cattle enjoying feed to their fill. The members of Abid Kissan Committee have already visited Ayub Research Center, Faisalabad. As the result of their visit, they learnt about kinds of fodder-seed and the concerned dos and don'ts. The type of seed recommended and being used by the Committee is the one recommended by the scientists at the research center. Thus, the scientific knowledge is handy in the lives of the poor farmers as they have opportunities of exploration and interaction coming their way after September 2008.

Newan Kot union councils is one of the most deprived locales of the district Layyah. With the start of Abid Kissan Committee, there is hope vividly shining in the eyes of the peasants. Their body language is affirmative and confident. Their voice has a clink, which is special to



the ears who have heard only woes. Now they have their eyes on a middle school both for boys and girls, a hospital and a net of metal-roads coming to their settlement in near future. The hospital is about 170 kilometers away from Murad Tarvree Wala and the primary school 35 kilometers. The girls' school is simply out of the question in the locality. A hospital, boys and girls schools and the metal-roads are some of those facilities which both the elected political elite and the military governments did not think Nawan Kot deserved in their lives. "We are united now. We are united to craft happiness for us. We are united to make decisions collectively. We are united to exorcise the spirit of poverty from Nawan Kot one day", concludes a female member of Abid Kissan Committee sitting amid the bunch of other women who stand side by side with the men in transforming dreams into reality. Her words are about changing the social and political chemistry though. And if we look into their eyes and feel the vibrancy of their tone, the challenge seems to be pretty surmountable in coming years.



## Ending Violence Against Women, Peace and Human Security

SAP-PK is part of many national and regional initiatives on peace, human security and ending violence against women.

Human security and safe environment bears different connotations for different groups of people. For some, these terms refer to invincible defense and provide for the basis of accumulation of lethal weapons even at the cost of cutting the development budgets short. When citizens demand employment, security, health, education, and transparency and participation in governance, they label them as miscreants. Pakistan is one of such examples where security means large military spending, illegal arrests and even abductions of citizens. For us it is not social, political and economic well being of the citizens. And when it comes to "defense", it is India which is a reason for Pakistan's mammoth military expenditures. India for us is larger-than-life and an "unscrupulous enemy" to fail which Pakistan needs lots of conventional and nuclear weapons (and vice versa). This perception has fermented Mujahideen in the past and created more foes than friends in this world over decades. India on the other hand likes to make mountain out of the mole and would like every mishap to count as a conspiracy by ISI and Pakistan's military establishment. The tense relations between both countries due to the trust deficit has kept the SAARC hostage and we have been wasting time and resources. Decades long hostile approach on our side has created "villainous" India, then "traitor" Bangladesh, "strategically important" Afghanistan, "Un-Islamic" Russia, "infidel" Hindus, "untouchable" Christians, and then "good" Sunni Muslims and "Kafir" Shi'it Muslims. Now this approach has further narrowed the roles of males and females in our society and legitimized violence against women in the name of honor, customs and religion. It has created the impression of males as if they are divine and of women as temptresses, who - if unguarded and unchecked by their men in matters related to freedom of choice - will spread sexual promiscuity, blemish honor and therefore undermine faith of the collective society. In this sense, human security, peace and violence are closely interrelated phenomena.



## Ending Violence Against Women

SAP-PK is implementing two projects Ending Violence Against Women in Politics (VAWIP) and "Ending Violence Against Women (EVAW)" under its drive against violence.

EVAW is the largest membership oriented and social-support campaign in Pakistan. Presently, there are about 200,000 members, who are called Change Makers, in EVAW's "WE CAN" campaign. VAWIP is a regional initiative, on the other hand, to share practices to end violence against women.

SAP-PK initiated EVAW in view of the findings of a survey on violence against women, which it conducted in 9 districts of the Punjab province. The organization realized as the result of that survey that a campaign will be successful when it is founded on voluntary and pro-active support network of human rights organizations, human rights defenders, lawyers, police personnel, local governments, like-minded journalists, and socio-politically influential people of the communities.

There are following bodies involved in it.

**Madadgaar Committees:** Madadgaar Committees, or Help Committees, function at the level of Union Councils. There are ten union councils in each of the three districts where SAP-PK is working on EVAW; each union council has its Madadgaar Committees (total 30). There are about 15 to 20, or more, community members and paralegal workers in each committee. These committees intervene to resolve cases at the communities' level, or refer cases of violence to the District Focal Group in view of the complexity and the level of offense.

**District Focal Groups:** District Focal Groups is a broad-based and specialized body of human rights organizations, human rights defenders, lawyers, police personnel, local governments, like-minded journalists, theatre groups and socio-politically influential people. Each district has its DFG. Each DFG is responsible for:

- Providing legal assistance to the victims
- Referring the case to media
- Undertaking campaign around the case, if needed
- Sensitizing masses through various means and tools, especially theatre
- Training more workers after receiving TOT



DFGs hold monthly review meeting, namely District Coordination Forum, in which District Partner of SAP-PK also participates. Sometimes, common citizens, especially females, also participate in these forums to gain knowledge and seek legal assistance.

**District Partners:** District Partners are responsible for meeting with and training and monitoring of the Madadgaar Committees every month. They consult SAP-PK in matters of interest to the campaign.

EVAW received financial assistance from OXFAM and European Union, for training, advocacy, legal support and publishing of advocacy material.

### Kalsum Gets Justice!

Kalsum Bibi, aging 45, is mother of two daughters and one son. She lives in Muzaffar Abad. Upon the birth of her second daughter, her husband beat and threw her out. While poor women and her wretched children had almost no social support system available to them, her husband married a second woman. He did not bother the fact that until Kalsum does not allow him the second marriage he could not do so. When Kalsum knew about his husband's second marriage, she went there. But he tortured her badly, snatched children and threatened her of her life. Humiliated and scared, Kalsum ran back.

In a week's time of the last blow given to her, Kalsum luckily ran into Madadgaar Committee of Union Council 129. The Committee took her to the Police Station where Abdul Rasheed, her husband, was promptly called. Rasheed was speechless when the members and the police informed that he could be jailed and fined for what he did. He felt scared, and felt rightly so. He apologized there and then and not only returned the children to Kalsum but also managed to get them a house on rent from his pocket and started paying monthly cost of living to Kalsum so that

SAP-PK, EVAW and VAWIP partners conducted several other supporting activities, mostly from the perspective of reviewing, planning, outreaching and building public pressure and policy advocacy, during 2009. Some of the key activities are as following:





Activity	Date	Venue	Purpose of activity
Change Makers Assembly	Mar 28-29	Behawalpur	Highlighting VAW and Membership Enhancement
Protest Rally	Apr 4	Lahore	Voicing against Taliban vigilante on fogging of a girl in Swat
Demonstration	Apr 28	Lahore	Registered CSOs concern on the rising threat of Taliban and anti democratic attitude of the Taliban in Swat
Meeting	June 9	SAP Office	Identification of gaps of the medico-legal system and to strategize for policy advocacy in health sector
Forum	Jul 15	Lahore	Highlighting issue of VAW
Signature Campaign	Jul 27	Islamabad	Voice peoples concern on constitutional flaws which affect minorities and women rights
Consultation	Sep 2	Lahore	Revising the National Plan of Action (women's perspective)
Regional Advisory Group Meeting	Sep 16	Lahore	Share and plan future tasks on VAWIP
Regional Conference On VAWIP	Sep 16-17	Lahore	Voicing for Engendering Democracies and Policy Position on Violence Against Women in Politics
Regional Conference On VAWIP	Sep 25-26	Dhaka	Voicing for Engendering Democracies and Policy Position on Violence Against Women in Politics
Fact Finding Mission	Oct 2	Phool Nagar	Investigating facts of torture on women
Intl. Day of Rural Women	Oct 15	Islamabad	Solidarity
Core Group Meeting	Oct 21	SAP Office	Share the progress of "We Can" and provincial work-planning
Workshop E/VAW	Oct 30-31	Multan	Capacitate social mobilizers
Workshop E/VAW	Nov 1-2	Multan	Capacitate social mobilizers
Consultative Meeting	Nov 13	SAP Office	Building Provincial Alliance to highlight VAW issues
White Ribbon Day	Nov 24	Lahore	Showing solidarity with women's empowerment initiatives
Provincial Consultation	Nov 24	Lahore	Discussing and Planning Future Activism on land rights of women in rural areas under 16 Days Activism
Dialogue	Nov 25	Directorate of Women's Development	Suggesting legal and social remedies regarding violence against women
Seminar	Nov 25	SAP Office	Celebrating 16 Days of Activism
Research Study	Nov-Dec	Bhakkar	Identifying possible way forward to establish peaceful conditions in the country
Change Makers Kafa	Dec 1-6	Lahore - Karachi	Making WE Can Campaign Visible and Membership through Rally
Peoples Assembly and Aman Mele	Dec 31	Bhakkar	Lobbying issues with the MNAs & Govt. officials for peace building and ending violence against women in Pakistan through mass mobilization

## Peace and Human Security

### South Asia Peace Alliance (SAPA)

Like VAWIP, SAP-PK is also part of regional initiatives for peace, human security and regional cooperation, with its some strands linked within Pakistani. SAPA is for example one of the alliances of which SAP-PK is a member and shares the role to promote peace.

During 2009, SAPA partners undertook a joint signature campaign in January and February. The campaign was against terrorism, war posturing and for promotion of cooperation and peace. It demanded from states of both Pakistan and India, and media of the respective countries, to:

- Practice zero tolerance for religious extremism and terrorism in the interest of the very sustenance and prosperity of both the countries
- Take all appropriate initiatives to contain and root out the activities of all fanatic and terrorist groups and catch and punish perpetrators of any acts of terror in their respective countries to make the subcontinent safe and secure for all
- Set up a Joint Action and Investigative Agency for total cooperation and mutual assistance to address and overcome the problem of terrorism effectively and without any further delay
- Desist from war posturing and immediately engage in meaningful and effective dialogue and actions to address the issue of terrorism and to resolve all other outstanding problems.
- Follow in letter and spirit all the Conventions and Resolutions of SAARC against terrorism and for cooperation to secure an atmosphere of mutual trust and holistic cooperation that alone could ensure security of all citizens and prosperity of the entire region.
- Play a constructive role in this hour of crisis to propagate and strengthen positive attitudes for the resolution of all the outstanding problems and discourage escalation of conflict and adventurism that could jeopardize peace and prosperity of both the countries.



The campaign organizers, of which SAP-PK was partner in Pakistan, visited educational institutions and obtained 16,000 signatures.

Similarly, for a month, during February and March, SAP-PK led its second peace mission to India. Pakistani peace activists interacted with the civil society of India and discussed issues about addressing terrorism and the promotion of cooperation and peace between India and Pakistan. The mission visited Amritsar, Delhi, Jaipur, Ajmer, Nagpur- Hyderabad, Bangalore, Chennai, Lucknow, Patna, Kolkata- Durgapur and Chandigarh and met with the members of the Chambers of Commerce, media, civil society organizations, political parties, colleges, universities. Also, it held a peace demonstration at Gandhi Bhawan, New Delhi.

In response to the second peace mission, SAP-PK hosted a reciprocating visit of peace activists from India on July 1-7, 2009. The five-member delegation visited Karachi, Islamabad and Lahore to push forward the agenda of peace in and between both countries. The mission got an opportunity to address people in a round table discussion and media meanwhile.

Like on the regional fronts, SAP-PK also has been alive at the national level during 2009. The organizational staff of the main and provincial offices, NWFP partners, national civil society groups and organizations and youth groups of educational institutions and communities had been very active to respond to the relief related needs of the IDPs in Swat, Dir, Waziristan and other parts of the country and in organizing community needs assessment missions and organization of communities for participating in initiatives on peace and tolerance. SAP-PK has been part of the Aman Tehreek, which is a mass movement for peace and de-radicalization of society, of which the NWFP groups then became partners upon the motivation from SAP-PK. It is heartwarming to seek youth of universities and faculties joining the communities' peace force to check the propaganda of hatred.



## SAP-PK's interventions in FATA and Frontier Region

In the year 2002 SAP-PK along with some notables from political groups, tribal elders, federal Minister, Social organizations, academics and political activists organized FATA Reform Conference in Peshawar. Under the leadership of Professor Bangash from Peshawar University the conference concluded on an agreed FATA Reform Charter and set-up a FATA Reform Group that gradually emerged as a movement named as FATA Reform Movement (FRM). The FRM was formally constituted in 2009 and is currently the only and viable platform to bring voices of people and communities to government, political parties, media and other civil society forums on different issues, especially peace. Movement is a repository of skills, knowledge, grassroots connections and tribal links besides academics, social activists, jirga representatives, Khans, human rights workers and other important opinion makers from this region.

FRM, with the help of SAP-PK is working on 5 research projects to identify issues facing FATA population and organizing dialogues to highlight the situation and prepare plan of action to bring stability and facilitate coordinated development and peace building efforts.

Today, the Federally Administered Tribal Areas (FATA) and Frontier Region is a war-zone but chaos and disorder characterize its basic institutional structures. If the situation is not addressed soon, consequences of destabilization and conflicts are likely to continue and will disturb the peace and stability of this region. An economically sustainable, politically stable, and administratively sound FATA and Frontier region can provide solution to the present rising extremism and militancy emanating from this region. Even more significant than FATA's geopolitical dimension is the need for empowerment of FATA's population, re-establish civilian and political structures and guarantees of fundamental freedoms and human rights. The current unrest in FATA underscores the urgency for establishing a democratic and constitutional system of governance, civilian rule and strong and active civil society.

The war on terror since 2002 and subsequent military operations in several parts of FATA have destroyed local infrastructure, destroyed the social and civilian set-up and the civil society is in shambles. Presently there is a total collapse of all civilian and social infrastructure thus the area is vulnerable to multiple threats and perpetual conflicts. Ironically the process of rebuilding and



### SAP-PK's Presence in FATA/FR:

SAP-PK since its inception in 1988 has been actively working in FATA and FRs of NWFP. Through its capacity building programs SAP-PK has built the capacity of more than 18 organizations (mainly women groups and community organizations) under different programs. In the year 2009 SAP-PK expanded its outreach to almost all areas of FATA/FRs. Its partners include socio-political activists, peasants, rural workers, women, minorities and above all the civil society organization (CSOs) of the province. SAP-PK through its program interventions has been able to create and engage with local networks of CSOs, media and active social workers. Provincial body of SAP-PK's training graduate organizations called Sarhad Coordinating Council (SCC) also has developed links with organizations working in FATA/FR.

During year 2009 SAP-PK provided relief support to internally displaced population from Swat, Malakand, Dir, Bajaur, South Waziristan Agency and North Waziristan Agency (SWA, NWA) and Khyber Agency. SAP-PK adopted two pronged strategy that included:

1. Relief and humanitarian support to IDPs through its partner organizations;
2. Vulnerability protection by offering rehabilitation support for the revival of their livelihood.

Besides the relief activities, SAP-PK also supported development projects to help returnee population in Swat and Malakand to resettle and reconstruct their communities after military operations. A rapid assessment study is also conducted in Malakand that documented losses of livelihood and damages on infrastructure in these valleys. A series of dialogues with provincial and federal governments have been organized to highlight these issues raising voices of effectees.

SAP-PK also actively supported Aman Tehreek, a platform of civil society groups to raise voice on the issues of militancy and terrorism in the province. SAP-PK is member of the core group of Aman Tehreek.



## Conclusion

Year 2009 was immensely occupied for SAP-PK as briefly shared in the previous chapters. Programmatically the organization touched every facet of its core objectives and organizationally carried out an extensive exercise of self critique and system development.

SDGP's first phase got completed in the same year and the arrangement for the next program remained under discussions among SAP-PK, CIDA and SDC.

Apart from SDGP, SAP-PK also remained busy in discussions with NCA under the organizational program portfolio on violence. The partnership is going to run a project on awareness on and to create a social support system against forced marriages in southern districts of Punjab.

The campaign "We Can" witnessed a historic expansion too. Regionally, SAP-PK was more visible in peace and security related exposures and initiatives in with the SAARC Social Charter than the previous years.

Some new inputs and expansion with the support of PPAF were also marked for 2010. Towards the end of the year 2009, SAP-PK requested PPAF to multiply the quantum of support to benefit more farmers in neglected districts in Pakistan under the water efficient irrigation system and livelihood model projects. Hopefully, 2010 will be beginning of the biggest ever intervention in the history of SAP-PK.

As far as polices and systems of the organization's were concerned, most of the tasks planned were completed within the timeframe. New HR Policy and systems of PME, MIS and Financial Management and Baseline SDGP were some of the key developments. TORs of the staff were also reviewed following a new organogram, to correspond to the new realities and challenges, was developed. Some pruning also took place in provincial and main offices with regards to the strength of staff subsequently.

Overall, 2009, was a great success. However, it is also important to note that new realization and developments create new challenges too. SAP-PK underwent for organizational review because it was lacking on certain fronts. Lacking ultimately means there were issues of capacity vis-à-vis alignment of the organization with objective needs of society nationally and regionally. In this sense, 2010 is going to be another big year for the organization since



It will need to comply with the capacity development demands essentially arising as the results of the previous years and the management reviews of 2009. Therefore, SAP-PK has more responsibilities to stay relevant and vibrant.

Another area which SAP-PK would need to focus more sharply is its potential to raise financial resources. Human resource and social capital are in an amazing shape for the organization specially if we view its strong presence in communities and the number of people directly involved with the organization. However, to run the wheel more effectively until communities take control of things, SAP-PK will need to continue to invest. The findings of the SDGP Phase one, which is the biggest project so far in the history of SAP-PK in financial terms, advise SAP-PK to ramify its funding base on the one hand and to maintain efficiency of staff and systems on the other hand. A better equation between financial inputs and staff performance will cast a sustainable effect ultimately.





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**AUDITORS' REPORT TO THE BOARD OF DIRECTORS**

We have audited the *annual balance sheet* of the **South Asia Partnership Pakistan (SAP-PPK)** as at December 31, 2009 and the *related income and expenditure account, cash flow statement and statement of changes in accumulated fund* together with the notes forming part thereof (here-in-after referred to as the financial statements for the year then ended).

It is the responsibility of the board of directors to establish and maintain a system of internal control, and prepare and present the financial statements in conformity with the approved accounting standards as applicable in Pakistan. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion the financial statements present fairly in all material respects the financial position of the South Asia Partnership Pakistan (SAP-PPK) as at December 31, 2009 and of its deficit, cash flows and changes in funds for the year then ended in accordance with the approved accounting standards as applicable in Pakistan.

LAHORE: 08 JUL 2010

*Hyder Bhimji & Co.*  
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

**SOUTH ASIA PARTNERSHIP-PAKISTAN (SAP-PK)  
BALANCE SHEET AS AT DECEMBER 31, 2009**

	Notes	2009 Rupees	2008 Rupees
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Operating fixed assets	3	25,204,079	18,377,237
Intangible assets	4	2,846,267	18,377,237
<b>CURRENT ASSETS</b>			
Assets receivable		97,798	38,747
Receivables	5	1,474,830	499,638
Advances, deposits and prepayments	6	33,822,862	74,827,827
Securities against utilities and rental premises		903,994	378,944
Cash and bank balances	7	19,248,427	32,447,244
		<u>63,683,391</u>	<u>102,039,690</u>
<b>TOTAL ASSETS</b>		<u>82,494,669</u>	<u>120,796,976</u>
<b>FUNDS AND LIABILITIES</b>			
<b>ACCUMULATED FUNDS</b>			
Retained Funds From Donors	8	38,727,234	19,677,235
Funds For Capital Expenditure	9	29,046,967	18,377,235
SAP-PK Reserve Fund	10	1,310,476	1,344,219
		<u>69,084,677</u>	<u>39,398,689</u>
<b>NON CURRENT LIABILITIES</b>			
Long term finance	11	-	111,031
		<u>-</u>	<u>111,031</u>
<b>CURRENT LIABILITIES</b>			
Tax deductions at source payable		84,814	409,814
Contract, accrued and other payables	12	6,198,636	7,212,202
Current portion of long term finance		13,128	180,243
		<u>6,296,578</u>	<u>7,802,259</u>
<b>TOTAL FUNDS AND LIABILITIES</b>		<u>82,494,669</u>	<u>120,796,976</u>

The annexed notes from 1 to 24 form an integral part of these financial statements.

*TBS*

Labels:


  
 Chairman Executive Director

**SOUTH ASIA PARTNERSHIP-PAKISTAN (SAP-PK)**  
**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED DECEMBER 31, 2009**

	Notes	2009 Rupees	2008 Rupees
<b>INCOME</b>			
Funds from Canadian International Development Agency (CIDA)		88,707,098	47,072,772
Funds from Swiss Agency For Development and Cooperation (SDC)		59,635,894	40,802,810
Funds from Oxfam		4,133,067	325,073
Pakistan Poverty Alleviation Fund (PPAF)		94,478,077	30,934,719
SAP-Canada		1,000,000	8,098,730
Church World Service		-	23,240,000
		<b>248,954,067</b>	<b>160,374,104</b>
<b>EXPENDITURE</b>			
Strengthening Democratic Governance in Pakistan (SDGP) Phase I	13	32,640,978	108,774,963
Strengthening Democratic Governance in Pakistan (SDGP) Phase II	14	112,690,938	-
Ending Violence Against Women	15	4,133,067	325,073
Community Physical Infrastructure Program (CPI-PPAF)	16	28,399,323	23,902,997
Capacity Building Program (CBP-PPAF)	17	694,287	2,508,288
Swiss Mobilization (SM-PPAF)	18	1,329,088	-
Water Management Centre (PPAF)	19	63,965,639	4,485,434
Nis Baad Project	20	1,000,000	8,098,760
Citizen Campaign For Free and Fair Election	21	-	20,240,000
Depreciation	3	4,866,356	4,909,011
Amortization	4	86,672	-
		<b>254,344,000</b>	<b>174,271,587</b>
<b>DEFICIT FOR THE YEAR</b>		<b>(5,371,606)</b>	<b>(13,901,911)</b>

The annexed notes from 1 to 24 form an integral part of these financial statements.

*T.R. Khan*

Lahore

*Khawan Mumtaz*  
 Chairperson

*Shahid Hussain*  
 Executive Director

