

Annual Report
Strengthening Democratic Governance in Pakistan
April 2008– March 2009

By
South Asia Partnership Pakistan
In collaboration with
Canadian International Development Agency (CIDA)
&
Swiss Agency for Development and Cooperation (SDC)

1 EXECUTIVE SUMMARY

SAP-PK achieved most of its programmatic targets in forty districts during the reported year. The organization formed four provincial networks of 374 groups of peasants and workers, in the first six months. These networks held at least one consultation provincially and have been part of the campaigns held on land rights and water rights. Planning of the national networking is underway.

SAP-PK held political schools on time. Orientation trainings of the elected representatives, staff and partners were also conducted. Dialogues with citizens, government line agencies and members of political parties were organized according to the plan.

SAP-PK continued to situate its work on and around the anticipated results of the LFA, generally speaking. It is in recognition of the training, advocacy and consultative efforts of the organization and its associated groups that the Ministry for Food, Agriculture and Livestock, now invites SAP-PK's networks of peasants in its meetings on pricing of crops, and seeks support from SAP-PK in conducting field level research and focus group discussions with peasants and workers on policy matters. The Sindh Assembly has taken up Tenancy Act for amendments in the light of the suggestions put forward by peasants and workers groups which SAP-PK created. To create pressure on the Assembly, a Long March was organized (Details Result 1).

The general law and order situation, the militants' sponsored terrorism and the indiscriminate backlash of the state however also affected the pace of work in some districts of NWFP and Balochistan. Partners sat together with the provincial offices in these districts, re-strategized and attended to the immediate concerns of the local population than following up on a national plan. In this scenario, the district partners and local support groups, which were involved with SAP-PK, dropped some of their plans and attended the issues of IDPs and their needs, which included advocacy for peace, monitoring of relocation and assistance in resettlement, medication, etc.

Specifically, as far as the Result # 1 is concerned, networks of PWGs and individual CCBs vibrantly worked during the reported period. They continued to receive trainings. They participated in exposures. They also gained practical information through DRCs, DFGs, Kissan Baethaks and human resource pool they had access to. Their livelihood schemes, especially those of women in the form of cooperatives, also did well. SAP-PK is expanding the base of opportunities for these peasants and workers networks by linking them with political parties, elected representatives and other networks. Linking them with the donor community and exposures of some of them to the regional models, especially in India, is also on the cards in Phase 2 of SDGP. The organization has disseminated bulk of material on pro-poor budgeting to all DRCs during the reported period so that they should further disseminate that to the concerned union councils. Target union councils in Balochistan were very keen in using the material in the interest of their impoverished constituents.

Concerning the Result # 2, there is now an improved interaction between PWGs and elected representatives. There are about 200 elected representatives who have attended various different workshops and forums - on gender responsive budgeting, project planning, implementation and monitoring. They were also part of the political schools which led them to have a better understanding the pro-poor functioning of the local government system and improved coordination among stakeholders with respect to CCBs. SAP-PK effectively raised voice in favor of the local government system with their participation. In this campaigning, PWGs were also part big times.

In Result # 3, SAP-PK developed right long-term UC development plan with the participation of various different stakeholders, including masses, GLAs and elected representatives. The organization also facilitated the joint planning exercises of the GLAs in Balochistan and Punjab. It assessed the

performance of the six government line agencies and shared the findings with the directly concerned and interested individuals, organizations, institutions and departments also. As a consequence of that Ministry for Food, Agriculture and Livestock and many line departments in focus districts thanked SAP-PK for its efforts and ensured of their support to the citizens.

Under Result # 4, SAP-PK strived to enhance more equitable participation of peasants and rural workers in local government decision making and accountability (policies, plans and implementation). SAP-PK educated members of peasants and workers about their right of participation and monitoring. A host of 430 meetings were organized on peoples' participation in local decision making. As the result of that, the participation of citizens in the UCs sessions and quality of local monitoring systems has been noticed as improved.

The method of Score Cards to assess the performance of the GLAs was also carried out during the reported period. This exercise was done to gauge efficiency of the GLAs. The score cards exercise reinforced the learning of the beneficiaries about the concept of monitoring and provides for the basis of the baseline for the next phase of SDGP. The PWGs noted that as the result of the previous work, local departments of agriculture, livestock, health and education have become more responsive. It is due to the active role of the peasants and workers networks that they are part of the consultation team which fixes the prices of crops. They are also part of the consultations at the grass roots which provide insight to the ministry for food, agriculture and livestock.

Result # 5 is concerned about experiences and issues of the local government that SAP-PK has to draw, disseminate and advocate, for policy improvement. SAP-PK published about 28 researches, papers and videos as a reference material. SAP-PK published case-studies on best and worst practices of local government system for the use of the local governments and donors projects, 12 editions of newsletter for masses at large on the issues of local governments, peasants and workers groups and local development planning, dossiers on water rights and alternative labor policy, annual situation report of local government. A documentary on the situation of elected representatives of is in the editing process. The organization also organized a round of meetings in Balochistan with local NGOs for working collectively on the basis of the common experiences.

In the Result # 6, SAP-PK tried to strengthen local level civil society support and cooperation mechanism during the reported period. Coordination Councils that SAP-PK formed in twenty years of its work at the grass roots is being involved more as part of the strategy to make SDGP sustainable and widespread. SAP-PK has planned to work with them so that an exit strategy could be formed and agenda of the rights of the peasants and workers could be as much "localized" as possible and the grass roots initiatives could be strengthened with the participation of the local social capital. Further involvement of the DFGs and the trained pool of human resource in local level trainings and orientations has also been a quite visible element in the strengthening of the local structures and system of support.

The work put together has been possible with the efforts of our staff members and partners under Result # 7. Our staff and partners have also benefited from various opportunities such as capacity-assessments and trainings towards improved planning, implementation and documentation and understanding gender as cross cutting theme of SDGP and SAP-PK. SDGP Phase has been developed in the light of the learning from Phase I and monitoring and evaluation reports (internal and external). New proposals have been developed for pooling in more resources in line with the mission of SAP-PK.

Details of the activities of the reported year April 2008 – March 2009, are on the following pages.

2 PROGRESS REPORT / LOOKING AT THE PAST:

2-1 Changes in the Context: Key Factors that Might Have Influenced the Project's Results

SAP-PK has stuck to its course during the reported period. There has not been any major social and political shift that could have led us to review our plan of action or any strategy. SAP-PK made some slight adjustments though. In Balochistan, for example, we worked at a low key at the provincial level in view of the local hostility. We implemented district level activities on time however. In NWFP, the provincial networks of peasants and workers could not be engaged fully due to the poor law and order situation. Kissan Baethak, for example, was also planned to be formed, provincial office could not do that.

During the reported period, SAP-PK went with concerted plans of advocacy for continuity of the local government system according to a well considered plan. In the grass roots level consultations which SAP-PK held with the local elected representatives, it was found that citizens, particularly women and religious minorities were very unhappy and sceptical about the future of the local government system. Taking the messages from bottom, and the keynotes from meetings of provincial advisory groups, partner organizations and project steering committee, SAP-PK put more emphasis on advocacy on the local government system, particularly the reserved seats of women, religious minorities and peasants and workers.

3 PROGRESS REVIEW: RESULTS, ACHIEVEMENTS & QUALITATIVE ASSESSMENT BASED ON CHART REVIEW (SEE ANNEXURE-I)

Result 1:

Peasants and rural workers, especially women and minorities, are organized and enabled to negotiate their rights and utilize their potential

- During the reported period, SAP-PK formed 374 PWGs. There are 72 PWGs run exclusively by women. This is exclusive 19 %. Women are also present in the rest of about half of the PWGs.
- Interprovincial exchanges of PWGs have taken place during the reported period. These exposures have enabled the members of the PWGs to adopt best agricultural practices in order to improve their livelihood and enhanced working relationship between GLAs and themselves. It is interesting that 80 women were also among the groups this time. Before that, women's participation was alarmingly low. This has happened because of the trust which has developed between communities and SAP-PK. 413 people benefited from the district to district learning. SAP-PK also organized one national level 3-Day exposure visit of the selected 17 members of PWGs from all provinces, during the reported period. In this exposure, the participants were taken to Okara where they met members of Anjuman-e-Mazareen and learnt about their struggle for land rights. Following that, they met with members of Hasht Nagar movement in NWFP to learn about their history. On third day of their exposure, the participants of the exposure visit were taken to Ministry of Food, Agriculture and Livestock in Islamabad as part of the follow-up to a national farmers and workers conference (Kissan Conference) that SAP-PK organized on May 1-2, 2008, at Lahore, to surface demands of the peasants and workers so that a national policy could be formed keeping them in view (about 1000 peasants and workers attended the conference from all over Pakistan). It was agreed among the officials of the

Ministry and the members of the exposure visit to continue meeting in future in order to discuss more on the demands of the Kissan Conference.

- The PWGs local and provincial networks launched campaigns on Land, Water and Livelihood Rights, Continuity of Local Government System and Women's Representation. These campaigns were launched in 40 districts. A total 80 district-level rallies on Land and Water Rights & Local Government System were organized following the exchanges and sharing of the advocacy agenda by the PWGs. The Sindh Assembly adopted the agenda of Tenancy Act in view of the pressure built by the 11-Day Long March which PWGs, SAP-PK's provincial office local civil society organizations and groups held on February 16-26, 2009. About 10,000 Sindh based farmers and civil society members participated in the March in Karachi.
- Kissan Baethaks continued to perform during the reported period. These facilities have become hub of discussions between PWGs and GLAs on issues concerning livestock, health, education and social welfare departments.
- Partner CCBs of 40 districts received assistance from DPOs in development of proposals, during the reported period. SAP-PK's partners and DFGs helped the CCBs develop proposals subsequent to the community-based consultations at the communities level held, especially with women.
- Trainers Pool organized 40 workshops with the PWGs as the result of which 891 male and female peasants and workers were trained on advocacy campaigning and democratic leadership. Responsibilities of organizing local level events taken up. 357 participants were females whereas the rest 534 were males. As one of the products of these trainings, networking among the PWGs, CCBs and local networks have shaped up. SAP-PK is linking new bodies with the already developed provincial networks of peasants and workers. Peasant and Workers seats, including those of women and religious minorities, is appearing to be the top most agenda of these networks during the call for action for the continuity of the local government system.
- During the reported time, SAP-PK organized provincial level workshops in NWFP, Sindh and Balochistan, with female members of PWGs (and women specific PWGs), on rights of female farm workers. In the workshops, 67 female members participated and learnt about labor rights, significance of census vis-à-vis getting one documented as worker, safety measures for health and dealing harassment. These workshops were organized in view of the appalling conditions that female farm workers are exposed to.
- SAP-PK organized 6 trainings with members of PWGs on livelihood and democratic rights of the citizens. In the trainings on the right to livelihood, members of newly identified networks were selected on priority basis. In the trainings on democratic rights, members from both the old PWGs and the newly identified networks of peasants and workers were present. A total of 179 individuals attended one-day training sessions, at the end of which they developed a checklist of actions to be taken at the communities' level. There were 45 females among the participants. Meanwhile, SAP-PK approved ten livelihood schemes during the reported period, befitting more than 50 % women of the communities directly.
- Among the various initiatives undertaken with PWGs on livelihood and democratic practices, there were three conventions held at provincial level during the reported period. These conventions were held following the district level press conferences and rallies in thirty districts. These conventions were organized in Balochistan, Sindh and Punjab. NWFP could not hold a convention because of the law and order situation. In Sindh, the provincial peasants and workers networks demanded clean water and livelihood security for common Sindhi farmer and worker,

including the fisher-folk. Local media and members of the local governments, political parties and other civil society organizations attended the events as well. In Punjab, demand for farmers' policy has been strongly stressed.

- Weaker DRCs in Punjab and NWFP came under review during the reported year. Teams from provincial and national offices visited DRCs and held orientation discussions with partners and DRC personnel to put in place some reliable system of data collection, dissemination and information handling. SAP-PK's team has already made a decision to hand over the DRCs to the DPOs for the purpose of sustainability and strengthening.

Result 2:

Functioning of elected representatives and local government institutions improved and are more responsive to PWGs' interests.

- The provincial office of Balochistan conducted a rapid needs assessment of the UCs in the target 10 districts. The assessment was carried out through focus group discussions with ERs. ERs wanted to receive information on pro poor budgeting. SAP-PK has planned more inputs on this subject in the next phase of SDGP.
- SAP-PK conducted a rapid assessment of elected representatives and union secretaries in 5 focal districts. This assessment was conducted through focus-group-discussions, seeking from the respondents to identify those changes that occurred in their skills and behavior after working with SAP-PK and its partners. The respondents noted that they had developed a skill of planning by keeping the needs of people, especially women, in view and were more open to criticism of the constituents in events like shadow awami parliament, awami tribunals, etc. They felt their relationship with people had become "more natural".
- PWGs, LG Institutions and GLAs held 32 meetings during the reported period. As the result of these meetings, local level decisions were made on water management, health and education, and follow-up teams are working.
- SAP-PK organized 37 forums of local ERs and PWGs to ascertain peoples' voice about local bodies. The recommendations of the forums enabled the representatives to redefine their development priorities and chalked out an agenda for the next LG bodies. An agreement was also reached that the women's participation in the LG elections as voters and contestants will be strongly encouraged.
- Based on the learnings from the above-stated activity, One-Day Performance Review and Planning Sessions were organized with the Local Elected Representatives at the provincial level during the reported period. SAP-PK has decided to launch a vigorous campaign of peoples, especially women's participation in the LG elections and encourage the voters to assert their position in the local development planning.
- During the reported period, SAP-PK organized 30 Political Schools. In these schools, possibilities of the peoples' participation in decision making in future was discussed. The potential local governments' candidates were also taken onboard especially in these events.
- In Punjab and NWFP, SAP-PK also organized provincial level seminars on "more budgetary allocation for peasants, women and religious minorities". The organization demanded from district governments to increase budgetary allocations for the marginalized sections. There were

436 participants in both events, addressed by district Nazims and representatives of peasants, religious minorities and women. The representatives of peasants, religious minorities and women shared their personal experiences of being sidelined in the planning processes. Nazims assured of their support in future.

- SAP-PK organized six orientation training workshops, two each for Balochistan, NWFP and Sindh. In all of these one day orientations, SAP-PK was able to reach out to 148 male and female elected union council representatives. The participants learnt about participatory model of project planning, implementation and monitoring. Trainers' pool that SAP-PK developed at the outset of the project was involved in conducting these trainings.
- SAP-PK conducted six trainings on effective monitoring and reporting with 133 members of the monitoring committees in four focused union councils. There were only two women participants because the culture of involving women in monitoring is not yet developed. Following the trainings, SAP-PK also conducted follow-ups. These were in the form of meetings, with male and female members, from four union councils.
- In NWFP, SAP-PK organized four daylong meetings in which 45 elected representatives from focused union councils discussed issues of their concern. The elected representatives complained that the local governments were being put at the back burner by the newly elected provincial and national government. They also complained about declining support from the government line agencies due to the doubts about the future of the local government system. Some of the participants were of the view that the government cannot roll back the local government system because of its being under the constitutional cover and the stakes of the new political groups as well as the civil society. SAP-PK and the participants agreed to conduct seminars at the provincial level to put pressure on the government so that the local government system and the reserved seats for women, religious minorities and peasants and workers remain intact.
- In Punjab and Sindh, SAP-PK organized two quarterly community-based dialogues, namely political schools, with members of PWGs and elected representatives in focus districts. Total 297 participants attended the events. The purpose of the schools was to improve coordination among constituents and elected representatives and to enable the former to understand the significance of LG system for democratization of society.

Result 3:

Systems and mechanisms for effective and efficient social service delivery of selected GLAs demonstrated.

- SAP-PK developed 8 UC development plans as model for local development. The elected representatives, voters, PWGs and the UC officials were happy about the plans and hoped that they will continue to have technical advice from SAP-PK and its partners in future as well. The elected representatives have pledged to involve people in planning in future.
- SAP-PK organized 17 district level meetings with GLAs and in which demands for increase in budget allocation for poor-specific services were presented and upon agreed upon in principle by the officials

- 20 Radio Talk shows organized on how GLAs can win ground in public and how people can make best use of taxes they pay directly and indirectly. The continuity of the local government system was also of the main components of the campaign carried out in the second spell of six months.
- SAP-PK monitored local service delivery status of the GLAs. Report has been published and as being used as baseline for the next phase of SDGP.
- Knowledge and planning skills of ERs have improved during the reported period as the result of the interaction. ERs gave this feedback in political schools.
- SAP-PK organized two quarterly events of 'get together' at 5 district resource centers in NWFP. In these events, partners, civil society organizations, PWGs and local media were invited. The events were though not very well organized, but proved to be a good beginning. In future, SAP-PK wants these events to be more focused and inclusive of local networks of PWGs, workers and women and donors so that possibilities of partnership and experience sharing could broaden further.
- During the reported period, SAP-PK's offices at Balochistan and Punjab have organized 10 meetings in focal districts, with PWGs, GLAs and local NGOs in which the stakeholders agreed to form a joint platform in near future, through a meeting at provincial level. One of the suggestions was that a working group be constituted early next six months that should liaise with all stakeholders and look into the possibilities of joint ventures.
- During the reported period, SAP-PK organized six advocacy meetings at the district level with district governments and line departments for increase in the allocation of resources for the improvement of services. As follow-up to these meetings, SAP-PK held 10 joint planning and monitoring meetings at the district level, in focus districts of Balochistan, Punjab and Sindh. These meetings were organized among GLAs, ERs, PWGs and Social Services Committees. These enabled the participants to discuss possibilities and programs of joint planning. SAP-PK and the stakeholders are now planning to engage the provincial governments on making procedural changes so that GLAs, ERs and Social Services Committees should plan their activities jointly with the inputs from citizens.

Result 4:

Enhanced and more equitable participation of peasants and rural workers in local government decision-making and accountability (re: policies, plans & implementation) supported.

- During the reported period, SAP-PK organized four Awami Tribunals for the promotion of transparency and accountability of the local governments. Local elected representatives were also invited in the events. The elected representatives agreed to provide information to the interested individuals.
- SAP-PK organized 20 sensitization community based meetings in NWFP, Punjab and Sindh, with 433 women members of PWGs. These meetings/orientations were organized on "right of participation in local level decision making" and "role of observers in UC sessions" and were convened at the district level in collaboration with the district partners and provincial offices. Majority of the participants learnt first time ever about the possibilities and the worth of their participation in local level decision making. Many of them agreed to play their part once back in their communities. Some of them were still very shy or confused. SAP-PK hopes to scale up their confidence through further engagements with them.

- SAP-PK helped also PWGs identify local development priorities in focal areas, through sensitization meetings.
- DPOs and local committees fine-tuned the development agenda developed by the PWGs in their consultations held locally.
- In Punjab, SAP-PK organized a two-day workshop with 35 male and female members of CCBs and PWGs on “participatory planning, implementation and monitoring”. In this training, the participants also learnt about the processes of development schemes at the UC level and their role as community-based monitors. The training encouraged the participants to play their role. They learnt that “monitoring of the UCs’ schemes” was their legal right as citizens of Pakistan.
- On the basis of the learning from the workshop, 70 % members followed up the decisions made by the GLAs and/or local councils and monitored development, at least twice, and reported to the concerned district partners of SAP-PK. This practice was more visible in focus UCs.
- In focus UCs of Punjab, SAP-PK also held motivational meetings with members of males PWGs for their participation in the local UC sessions. This time, however, SAP-PK also emphasized on the significance of the local government system for grooming democratic norms at the grass roots level and elaborated how people can actually benefit from this form of democracy.
- During the reported six months, SAP-PK also developed and disseminated:
 - 2 thematic papers, i.e., “Democracy and Governance in Pakistan” and “Local Government System in Pakistan: History and Analysis” (Urdu): Both these papers are very incisive, targeting to raise the political consciousness of the readers. Urdu translation of the first paper is being published exclusively for PWGs.
 - 1 Score Card, i.e., LGs Performance Evaluation through Score Cards: This evaluation deals with the performance of the union councils with respect to the annual tasks chosen by themselves both qualitatively and quantitatively.
- NWFP office conducted its talk show on the continuation of the local government system and women's political participation as voters and contestants. Originally, this activity was planned for the next six months.

Result 5:

Experiences and issues of local government system are drawn, disseminated and (collectively) advocated for policy improvement.

- In order to achieve the result above stated, SAP-PK published and/or disseminated the following to the concerned stakeholders in the reported year:
 - A thematic paper “Role of Election Commission in Pakistan’s Politics” has been developed during the reported period. It has been developed to recommend to the government measures that can help good governance and democracy strengthen. The paper is in editing process currently.
 - Annual Consolidated Report of PWGs has been prepared to give a snapshot to the team of SDGP of how PWGs were actually doing in various programmatic and administrative fronts

- Case-studies on Best and Worst Practices on LG System were developed and performance has been reviewed and shared with the concerned stakeholders.
- 12 Editions of the monthly newsletter Chanan: These newsletters took stock of the developments taking place with respect to CCBs, UCs, PWGs and other networks in particular and local government system politics in general.
- 1 Policy Dossier: Water Rights: Pro-poor Interventions in Irrigation System has been developed. Another dossier “Alternative Labor Policy for Rural Workers” is being developed
- Pro-Poor Budget Allocation in Local Government System: This publication is in printing process at the moment. It takes critical view of the developments with respect to resources allocation vis-à-vis weaker sections, especially women, farmers and religious minorities. This document will enable the advocacy department of SAP-PK to strategize accordingly.
- Thematic Study “Empowering Poor Women in Rural Pakistan” has been brought out to showing some community based results of women.
- Information on agriculture, livelihood, peace, human security, regional cooperation and gender: This is an ongoing activity intended to raise the bulwark of public’s understanding and opinion on matters concerning them. SAP-PK has tried to make available an easy-to-understand matter for all the stakeholders, especially those who are linked with DRCs.
- Annual Situation Report on LG has also been produced to reflect situation of Local government administratively. It seeks to enable the local governments to plan improvements in view of weaker areas as highlighted in the report.
- Issue-based documentaries: The documentary on the situation and performance of the representatives of religious minorities in Pakistan is in the editing process. The activity was delayed. When this product is released, it will educate SAP-PK, civil society organizations and the governments about the problems that representatives of the religious minorities face. A print work under the same line item has been completed under the title “A Drop in the Ocean” that gives reflection of the efforts made by PWGs.
- In Balochistan, SAP-PK organized four meetings at the districts level with organizations which were closer to SAP-PK in their mission, on sharing of information with respect to the operations of PWGs and possibilities of joint advocacy on human security and livelihood security. SAP-PK is planning to slightly expand its work in Balochistan geographically. In some districts, like Kalat, where models are already in place, SAP-PK will bank more on Coordinating Councils and local partner, and will focus deeply areas that need intensive input.
- SAP-PK organized one seminar on Human Security in Balochistan and the other on Land Rights in Sindh at the provincial level. These seminars were held to advocate the position of the civil society, especially poor peasants and workers. Members from other civil society organizations were invited in these events. The same office organized another seminar on food and water crisis. In that seminar, 173 GLA officials, members of political parties, media, members of civil society organizations and community members participated. GLAs were informed about the views of the people on the subject and asked to communicate the demands to Islamabad where the new government should consider them in its water and food policy.

- SAP-PK organized a press conference at Islamabad with the collaboration of Aurat Foundation, Sangi, SPO, SDPI and Village Friends Organization in September. In this event, SAP-PK and its partners dwelled at explaining those salient features of the existing local government system which nurture or have the potential to nurture democratic values. They also proposed amendments in the system in order to make it more effective.

Result 6:

Existing local level civil society support and cooperation mechanisms strengthened.

- Capacity Building Unit of SAP-PK assessed needs of the SDGP staff and partners-in-practice for effective delivery of the work in Phase 1. In the light of the findings, the tea, undertaken various different workshops, especially report writing.
- SAP-PK undertook four trainings on Gender Responsive Budgeting with Coordination Councils.
- 40 Networking Meetings with local CSOs were held during the reported period in order for sharing the agenda of SDGP 2009 and beyond. CCs have given consent for being partner of the initiatives in the next phase of SDGP.
- SAP-PK initiated consultations with DPOs, PWGs and ERs about the future of DRCs. The internal and external evaluation both recommended to make DRCs more effective and sustainable. In the next Phase of SDGP, SAP-PK has planned to sustain DRCs through partners.
- In Sindh and Punjab, two provincial policy forums were organized on women's rights and social justice during the reported period. Estimated 550 people attended the event.
- DFGs continued to assist DPOs in accomplishing their targets during this year. The role of DFGs is expanding with respect to SAP-PK's new initiative on gender based violence and the next phase of SDGP which is starting from April 2009.
- SAP-PK has organized a Pre-National Consultation in Punjab with PWGs, DPOs and Provincial Offices on PW's political rights national level Campaign. SAP-PK has designed a full scale campaign in the form of seminars, dialogues, rallies, facilitation camps and dissemination of print material before the local governments' elections in 2009.
- Both Sindh and Balochistan offices organized their provincial assembly with provincial partners and selected group of elected representatives. In Sindh, representatives of government line agencies (GLAs) also attended the assembly. The predominant agenda of the events were to identify those areas on which civil society organizations and groups can interact with elected representatives and GLAs, and vice versa. In the light of these assemblies, SAP-PK then organized one districts level consultation with the GLAs in which the latter promised to engage civil society organizations in matters of public interest. In Punjab, district partners also facilitated a similar kind of exercise with the support of the provincial office. A provincial level assembly is still to be undertaken in Punjab.
- A very productive exercise was carried out with elected representatives of focus UCs and district partner organizations on participatory monitoring. There was no visible plan hammered out at the end of the workshop, but the elected representatives generally agreed to organize meetings

in their respective constituencies to keep the constituents in the loop on development related matters. The participants have started working according to the plan

- District Focal Groups from all the our provinces acquired a greater and more vibrant role during the reported period while holding meetings with the representatives of political parties and media to see how they can collectively promote the interest of the peasants, rural workers, women and religious minorities. These meetings were organized at District Resource Centers, offices of the partners' organizations and press clubs and were reported in the local media.
- On the pattern of DFGs meetings stated above, districts partners from Balochistan, Punjab and Sindh have also organized meetings with civil society organizations to share developments on the agenda of peasants and workers' social, political and economic rights and to seek their support in advocacy.
- SAP-PK organized provincial level moots of the networks of peasants and workers in Balochistan, NWFP and Sindh. This activity was organized to ascertain opinions of peasants and workers. Civil society organization which attended the district level meetings convened by district partners also attended the events (in NWFP, civil society organizations were not invited). After a similar meeting is organized in Punjab, a national conference will be held on farmers and workers' policies, with more emphasis on land and water rights and official recognition of male and female farm workers as "workers" in the national socio-economic system, especially census and labor rights policies and laws.
- On the basis of experience of Balochistan, Sindh and NWFP, the provincial office of NWFP organized a national level dialogue with district level elected representatives on how to ensure increased resource allocation to the marginalized sections and participation of the common citizens in local development planning. Along with this, the issue of the survival of the local government itself was taken up very loudly in the event. The participants demanded from SAP-PK to organize a national conference in Islamabad where Councilors, Nazims and Naib Nazims as well as leaders of all political parties should be invited to influence their opinion in favor of the local government system from the perspective of grooming democracy.
- DRCs acted as a hub of interaction among civil society groups, district partners and elected representatives in at least 25 districts of Balochistan, NWFP and Sindh. SAP-PK organized half-day get-togethers in 25 district resource centers, in which the participants learnt about SDGP and the role of DRCs. In the events, the district partners informed the elected representatives about various types of information available with the DRCs that could be helpful to them in successful planning and implementation of the development programs.

Result 7:

SAP-PK's transformation to an independent focal point institution for civic education initiated

- During the reported period, SAP-PK had had its external review undertaken and in the light of the achievements, potentials and seriousness of the national socio-political climate, 2nd phase of SDGP has been negotiated among CIDA, SDC and SAP-PK.
- SAP-PK is planning to have a new and more effective and decentralized management system. A performance audit has also become integral part of the SDGP Phase 2, which essentially means that the exercise will lead to the development of efficiency.

- Gender mainstreaming is a central thread of our “Operational Planning” of Phase II. The operational planning is complete and is about to be circulated after edited and finalized.
- During the reported period, SAP-PK submitted new proposals to UNDEF, NCA and discussion with NRE is going on for a project on peace education. SAP-PK has already planned to have its Five Year Strategic Plan next year.
- SAP-PK initiated the process of training needs assessment of the staff working under SGDP and other projects, towards the end of this reported period. As the result of the exercise, trainings workshops are being held.
- During the reported period, SAP-PK organized two workshops each on gender vis-à-vis SDGP and SAP-PK and report writing, in which 81 male and 17 female staff members participated and learnt about the mentioned concept and developed working level of skills’ proficiency. These workshops were organized for the staff in Balochistan, NWFP and Sindh.
- Finance controller of SAP-PK visited NWFP and spent a few days with the finance officers mentoring them in financial management and reporting.
- During the reported period, senior staff from SAP-PK visited NWFP and attended meetings convened by Aurat Foundation, Khwendokor and SPO from time to time. In these meetings, possibilities were discussed on areas of collaboration, especially with respect to the continuity of the local government system and improved performance of the GLAs.

3-1 Management, Organisational Changes and Staff Composition:

There has not been any considerable change in management during the reported period. Towards the end of the reported, one of the senior project staff from Balochistan resigned due to her personal reasons. In her absence, two-member team collectively coordinated the project. Later, in the next six months, a new staff member was inducted to fill in the vacancy.

HRD has recently been created in SAP-PK which has the support from capacity building unit. HRD is primarily responsible to see that the training needs which are identified are met as and when required. However, it is important to mention that SAP-PK management team needs to attend a training course/workshop on Results Based Management.

MIS strength in national office is now already increased by adding one position to meet the increased workload in terms of updating data and record of information flow from district partners to provincial offices and to the national office. This helped a lot in timely reporting to management and donors during the reported period. For the next phase, new formats are being developed for the purposes of recording outcome level results. SAP-PK does not see any major change in the information flow system though.

Four provincial review and planning meetings were held during the reported period. These meetings involved district partners and provincial staff. In these meetings progress, gaps and challenges were comprehensively reviewed and activities were planned.

At national level, two meetings were held, in which provincial staff, data officers and DRC coordinators participated to review the progress and discuss the implementation aspects of the program.

Project management Unit (PMU) also organized meetings and provided technical assistance to project implementation teams/units. This body comprises of Unit Managers, Coordinator, Provincial Coordinators, Deputy Director and Executive Director (Deputy Director was not present). PMU has conducted regular meetings to plan, review, monitor the performance, analysing the budgetary aspects.

3-2 Budget Planned / Realised and Explanation of Variance:

There were no major variances between budget and actual spending. However, there were some slight shifts. The reason of doing so was slow pace of activities in some areas due to the law and order situation. (Annexure-III attached for further details).

3-3 Lessons learnt, Self-Critique and Key Issues to be addressed in the Next YPO:

- According to the findings of the external review, SAP-PK needs to have thick presence in the UCs. This is why SAP-PK is planning to reach out to more villages within the same districts which were selected in the first phase (with the exception of some slight variation in geographic coverage).
- SAP-PK has learnt in view of the results achieved that it should more on “Governance”, and “Political Participation” than “Service Delivery” in the next phase of SDGP.
- More Orientations and Trainings on Gender Responsive Budgeting have been planned in the next phase because stakeholders still need to learn about gender mainstreaming.
- During the reported period, SAP-PK focused more on consolidation. That is why the organization tried to engage the local governments, political parties and GLAs as much as possible, from grass roots to both district and provincial level. Now SAP-PK is planning to conduct loud and visible national level interventions, in favour of peasants, workers religious minorities and women’s effective representation in policy discourse and elected houses. SAP-PK is currently in consultation with elected representatives of the district local governments to hold policy level seminars and conferences. Media is also in the loop.
- SAP-PK has strongly realized as activities are consolidating their outputs at the national level to develop skills of RBM among its staff members irrespective of their positions. We feel that RBM lacks and it is the area where our donors can help us in.
- SAP-PK believes that more efforts are required to bring political parties on the issue of poverty in rural poor and seek their commitments. The second main agenda for SAP-PK is therefore to pursue leading political parties through public forums to draw poverty reduction programs strategies.
- The elected representatives especially women are uncertain of the future of local government system. Until the current government comes up with a clear point of view about amendments in the local government system, this confusion cannot be removed.
- SAP-PK requires more intensive efforts in bringing women to key positions in CCBs, PWGs, PAGs and monitoring committees.

4 PLAN OF OPERATIONS/PLANNING THE FUTURE:

4-1 Focus and priorities of the year, including cross-cutting themes activities

- HR Audit, RBM System and Outcome level reporting
- Expansion: More PWGs in the same UCs
- Consolidation of linkages amongst PWGs, DRCs, DFGs and DRCs at national, provincial and district levels
- Advocacy for local government system and improvement in service delivery
- Detailed training program packaging and training of elected representatives, staff and partners
- Inter provincial and regional exposure visits of PWGs
- Technical Assistance to PWGS and monitoring of local bodies elections 2009
- Staff exposure visits at provincial levels for learning and sharing
- Staff trainings and exposures at the regional level
- More focus on agriculture based issues and farmer's rights
- Provincial and National level linkages of PWGs, ERs, CCBs with local government institutions and GLAs

4-2 Management

SAP-PK's existing management system has been able to deliver in most of the areas. Results' Monitoring and Evaluation however was manually done which resulted missing out on some achievements in the field.

SAP-PK involved district partners every quarter in planning and review of the implementation systems of SDGP. The organization continued with the process of review both at provincial and national level. There were four main exercises held in each province during this reported period. In order to enable the partners to improve the program delivery, SAP-PK also conducted an extensive exercise of the assessment of partners in their own programmatic and administrative wings as well as indents made in governance through SDGP.

During the reported period, SAP-PK continued to provide guidelines to its provincial teams to execute activities in accordance with the feedback of the stakeholders. This approach gave more space to the provincial teams to work in an independent environment and groom leadership skills among their youth.

4-3 Conclusion: Critical Assumptions, External/Internal Risks and Open Issues

4-3-1 Challenges/Risks and Mitigation Strategies:

There were mixed signals from the new democratic government about the local government system. Some favoured the system. Others did not. The dust of doubts has however subsided recently when some key officials of the government told media that the government was planning to hold LG elections in August 2009. SAP-PK has planned its phase two of SDGP in line with the spirit of the local government, and designed a campaign for peoples' participation, especially of women and religious minorities, in the political and electoral process. The challenge for us is how to introduce peasants and workers agenda in canvassing and implementation.

One of the risks for SAP-PK with regards of SDGP is law and order situation in NWFP and Balochistan. Assumption for us is that the organization will succeed in successful implementation by banking

more on local support structures, including partners, DFGs. In case the situation gets to a point where SAP-PK is just not able to implement SDGP in some of the areas, it might scale down activities accordingly. Currently, we are making an assessment with the consultation of our partners and provincial offices.