



Annual Report 2015

Center for Communication Programs Pakistan

Our mission is to save lives, ensure basic human rights and improve overall wellbeing through communication.

“Using communication to save and improve lives”



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Abbreviations and Acronyms

CCP	Johns Hopkins Center for Communication Programs	MCH	Maternal and Child Health
CENTER	Center for Communication Programs Pakistan	MICS	Multiple Indicator Cluster Survey
DFID	Department for International Development	MANCH	Maternal, Newborn and Child Health
EVA	Empowerment Voice and Accountability for Better Health and Nutrition	Mou	Memorandum of Understanding
FATA	Federally Administered Tribal Areas	MMWRA	Married Women of Reproductive Age
HCC	Health Communication Component	NCA	National College of Arts
ICT	Information and Communications Technology	NGO	Nongovernmental Organization
JHU	Johns Hopkins University	PAIMAN	Pakistan Initiative for Mothers and Newborns
KP	Khyber Pakhtunkhwa	RMNCH	Reproductive, Maternal, Newborn, and Child Health
LEAD	Leadership for Environment and Development	SBCC	Social and Behaviour Change Communication
LHW	Lady Health Worker	USAID	United States Agency for International Development

Our Message



It gives me immense pleasure to write this introductory message for the 2015 Annual report of the Center for Communication Programs Pakistan.

Since its inception in February 2011, it is a wonderful feeling to see how successful the Center has become in such a short period of time. I am proud to have been one of the founding members of this novel social and behavior change communication Center in Pakistan. As a sister organization to the Johns Hopkins Center for Communication Programs based in Baltimore, USA, the Center for Communication Programs Pakistan partners closely with its US-based colleagues across a range of national initiatives. In addition, the Center has expanded its operations beyond Pakistan to serve a diverse range of development communication assignments ranging from women empowerment and education, to human rights. Through its strategic, evidence-based and innovative approaches, the Center is making a visible impact in saving and improving lives. The Center has also proven

to be learning organization that is adaptive to rapidly changing contexts to best meet the needs of its various stakeholders.

In 2015, I am particularly pleased to see the Center's commitment to fuel and leverage innovation at every level of its work, from working with large media groups to engaging with local networks, and cultivating staff development to expand its impact. These new partnerships that are being forged with government counterparts, civil society and private groups are the pathway to the Center's sustainability in the region. This has been a momentous year for the Center that has shown its ability to grow and maintain its competitiveness amidst other communication professionals. The achievements and momentum set in motion this year will positively influence health and social outcomes for years to come.

Basil Saifi
Member, Board of Governors



1. Center at a Glance

Center for Communication Programs Pakistan (hereafter Center) is a non-governmental organization which has a rich heritage of nearly 30 years of dedicated work experience in providing technical leadership in strategic social and behavior change communication design, programming, research, and capacity-strengthening. Center's sister organization is Johns Hopkins Center for Communication Programs (CCP) based in Baltimore, United States, which is a global leader in health communication. Center is broader in scope and dedicated exclusively to the study and practice of development communication in general.

Center was locally registered in 2011 under the Societies Act XXI of 1960 after the conclusion of a pioneering health project, Pakistan Initiative for Mothers and Newborns (PAIMAN), by the team of professionals working for CCP.

An independent local organization now, Center draws on Johns Hopkins University's (JHU) global resources through a Memorandum of Understanding that allows it to work jointly on mutually agreed projects. The Advisory Board of Center has a good mix of national and international communication experts. Center, therefore, offers a unique opportunity to donors and partner organizations to work with a local NGO having global roots and expertise, but without paying any international overheads.



2. Our Leadership

Center has a seven-member Executive Council, which is headed by a President. Other members of the Executive Council include a Vice President, Secretary General, Joint Secretary, Treasurer, Legal Secretary and Media Secretary. A fulltime Executive Director heads the regular staff. In addition to the Executive Council, Center also has a Board of Governors, which is assisted by the President as its Secretary. The Board provides oversight on all strategic issues. Members of the Board of Governors are distinguished national and international professionals whose names command respect in their respective fields.

Board of Governors



Dr. Benjamin Lozare
Director, Training and Capacity Strengthening, Johns Hopkins Center for Communications Programs

Dr. Lozare has 25 years of experience in research, teaching and practice in international and development communication. For the past 20 years, he has served as the Director of CCP's Capacity Building Unit. He holds a PhD in Mass Communication from the University of Wisconsin. Besides his vast international experience, Dr. Lozare has advised various key Pakistani partner organizations on health communication issues, including the Ministries of Population Welfare and Health, the United Nations Population Fund and the United States Agency for International Development.



Basil Safi
Executive Director, Engaged Cornell Initiative, Cornell University

With nearly 15 years of international and domestic experience designing and implementing public health and integrated communication programs, his areas of communication expertise include strategic communication design, mass media and community mobilization planning, crisis/risk communication, advocacy, harmonization of diverse working groups, ICT implementation, developing public-private alliances and behavior change communication capacity building. Mr. Safi is currently leading Engaged Cornell Initiative of the Cornell University as the Executive Director and tasked with promoting innovation in

community-engaged and real world learning, and making those practices the hallmark of the Cornell undergraduate experience.



Shoab Mansoor
Television and film director, producer, writer, lyricist and music composer

Mr. Mansoor is one of the most influential and renowned figures in Pakistani film and arts circles. He is the director of the critically acclaimed feature films *Khud Kay Liqand Bol*, which have largely helped revived cinema industry in Pakistan. His film *Bol* was produced by the Center. The groundbreaking film spurred national and international discourse about gender equity, family planning and maternal health. While the film aimed specifically at opinion leaders and policymakers, it received critical and widespread acclaim in over a dozen countries across three continents.



Sidney B. Westley
Communications Specialist, East West Center, University of Hawaii

Ms. Westley has over 40 years of experience in the field of communication. She has also worked as a writer, editor, and publications director, including 22 years in East Africa. Ms. Westley was conferred with The Population Institute's Annual Global Media Award for Excellence in Population Reporting for Best Periodical in 1998 and the East-West Center's Makana Award for Outstanding Achievement in 1995. She is currently working as a Communication Specialist at the East-West Center Honolulu, Hawaii, USA.

Executive Council



Fayyaz Ahmad Khan is a long-time communication professional with over 20 years of strong communication experience. He excels at designing and implementing leadership, behavior change, advocacy and community

mobilization strategies with a range of public and private sector partners, developing strategically targeted multi-media entertainment-education programs and leading capacity-building activities in media and communication.

Mr. Khan has worked with Johns Hopkins University's Center for Communication Programs since 2001, progressing from a consultant to his most recent position as Country Representative. He is currently serving as Chief of Party for a major communications project in Egypt.



Shahzad Akbar Bajwa is procurement and logistics specialist based in Abuja, Nigeria where he has been working with John Snow Inc. since 2011. Before moving to Abuja, Nigeria, Mr. Bajwa was working as Deputy Director

Administration and Logistics on a USAID-funded Pakistan Initiative for Mothers and Newborns, also with John Snow Inc.



Muhammad Shafiq is an entrepreneur running one of the leading multipurpose media houses of the country since 2006. He started his professional career as a Commercial Artist from Karachi in media advertisement. He has worked with several prominent media advertising agencies as a Visualizer, Art Director and Creative Director. He has a degree in commercial art from the Karachi School of Art.



Fatima Shahryar is an established communication professional. She started her career with a USAID-funded project Pakistan Initiative for Mothers and Newborns and since then has successfully led various communication initiatives, including publications, mass media products, and organizing policy forums and meetings.



Muhammad Iqbal Akram brings nearly 15 years of experience in the field of public health and development in Pakistan and has worked with leading organizations, including National Maternal and Newborn and Child Health Programme and Lady Health Workers Programme at the provincial and federal levels of Government of Pakistan, National Rural Support Programme and Save the Children

playing a critical role in scaling up of maternal, newborn and child health interventions through evidence generation, communication and policy advocacy.



Dina Khan has over ten years experience in designing and delivering development programs on wide-ranging issues including non-formal education, community empowerment, and climate change response. She has

successfully managed projects and programs across Asia, including in Pakistan, India, Indonesia, and parts of Central and Southeast Asia. As part of the regional Climate Development Knowledge Network team based at LEAD Pakistan, Dina leads the Indonesia Program that supports decision-makers in the design and delivery of climate compatible development policies and plans in partnership with global experts and local partners. She holds an MBA from the Institute of Management Sciences, Pakistan and a Masters in Human Resource Management from the University of Durham, UK.



Dr. Aftab Shuaib is a Professor of Pathology with nearly three decades of experience in teaching to medical graduates. She is also in-charge of Hematology Section of the Pathology Department at the Sheikh Zayed

Medical College, Rahim Yar Khan. She completed her Bachelors of Medicine and Surgery from Rawalpindi Medical College Rawalpindi in 1985. She completed her Residency in 1986 in Gynecology& Obstetrics from Holy Family Hospital Rawalpindi. From 1994 till 1998, Dr. Aftab completed postgraduate courses in Clinical Hematology and in 1998 she completed her Fellowship of the College of Physicians and Surgeons in the subject of clinical hematology. Dr. Aftab Shuaib lives in Islamabad.

3. Our Team



4. Our Work

Center has been working with public and private sector organizations including the Ministry of Population Welfare, United Nations Population Fund, the David and Lucile Packard Foundation and more recently with the United Nations Children's Fund, Johns Hopkins Bloomberg School of Public Health, International Foundation for Electoral Systems, Oxfam GB and Palladium International.

Center focuses on the creation of tailor-made interventions that variously use interpersonal, group and community-based channels of communication to strategically employ traditional, modern and mainstream media vehicles to reach large and diverse groups of people. Center has expertise in design, implementation, and evaluation of strategic communication, including development of campaigns, materials, and special events. It also has unparalleled experience in advocacy and community mobilization campaigns in Pakistan, and an extensive outreach across the country, with nationwide

reach through well-entrenched and community-based networks of religious leaders, journalists, communication activists and community-based workers.

Center specializes in the use of indigenous communication channels and existing community-based networks. Center maintains one of the largest networks of religious scholars in Pakistan, with more than 2,500 active members of all sects, covering all provinces as well as Federally Administered Tribal Areas (FATA). This network is an essential asset to Center and contributes to improving knowledge and changing perceptions about gender

roles, health seeking behaviours, and maternal and child health issues. Center is also managing a nationwide network of more than 400 journalists, reporters and anchor persons from print and broadcast media. Journalists from the network have been capacitated to report on development issues and are the key element of Center's strategic advocacy media efforts.

As an organization that seeks to use communication for saving and improving lives in Pakistan, Center specializes in social and behaviour change communication (SBCC), advocacy and media relations, knowledge management, capacity strengthening, and research and evaluation.



Social and Behavior Change Communication

Center works through all available forms of media and has expertise in conceptualization, design, implementation, and evaluation of strategic communication interventions. This includes campaign development, material design and special event management.

Capacity Strengthening

Center in Pakistan draws upon resources from its global network, in particular from Johns Hopkins University, to conduct state of the art training in interpersonal communication, design and development of communication strategies, application of concepts, theories and research to communication programming.

Research and Evaluation

Center has surpassed communication research and evaluation capabilities in Pakistan including application of innovation data collection and analysis techniques. We have expertise in quality pre-testing, assessment and impact studies of communication related interventions.

Knowledge Management

Center develops advanced mechanisms and time-tested tools to foster and sustain networks, information systems and databases.

Advocacy and Media Relations

Center works closely with policymakers and civil society organizations to bring critical development topics to the top of the political agenda and to garner consensus for high impact initiatives.



5. Year Overview

5.1 Completed Projects

Social Mobilization and Communication Strategy Plan, Ministry of Public Health, Afghanistan

Duration: 1.5 Years
Coverage: All of Afghanistan, in the specific provinces of Kandahar, Uruzgan, Helmand, Bamyan and Badghis.
Donor: UNICEF Afghanistan
Focus: Reproductive, maternal, newborn and child health.

Center provided technical assistance to the Ministry of Public Health, Afghanistan through UNICEF Afghanistan for developing the very first national social mobilization and communication strategy for reproductive, maternal neonatal and child health. The Strategy provides an overview of knowledge, attitudes and practices of all relevant stakeholders through identifying, analyzing and segmenting audiences and participants. The Strategy includes provincial communication action plans for five provinces, namely Kandahar, Uruzgan, Helmand, Bamyan and Badghis.

As part of the assignment, Center also conducted a comprehensive analysis of the Media Landscape in Afghanistan providing information on available local and traditional means of communication as well as mass media choices. It also provides information on major media players in Afghanistan and opportunities for potential partnerships to promote mother and child health.

Completed in 2015, this behavioral and social change communication strategy will form a fundamental building block to support communities in positive change for improving mother and child health outcomes. On the supply side, the Strategy will help creating demand for and

sustained use of available health services. The Strategy will also help in bringing coherence to various projects and programs of Ministry of Public Health in message delivery and maternal development and use of media for improving reproductive, maternal, newborn, and child health situation in the country.

The recently published Afghanistan Mortality Survey 2010 and MICS 2010 - 2011 show that the health situation in Afghanistan has improved considerably in the last few years. The 2010 Afghanistan Mortality Survey indicates the need to educate women about the importance of seeking care. According to the Survey, four in ten women who did not receive antenatal care felt it was not necessary to seek such care. Similarly, 35 per cent of women who did not deliver the most recent birth in a health facility said that a facility delivery was not necessary. Although many interventions exist to reduce maternal and neonatal mortality, the fact remains that families and communities often do not access care or practice preventive behaviors for a variety of cultural, social and financial reasons. The Strategy will help addressing such behavioral challenges.



5.2 Ongoing Projects

Health Communication Component of USAID-funded Maternal and Child Health Program

Duration: 6 Years
Coverage: 15 focus districts in Sindh, Pakistan
Donor: United States Agency for International Development
Focus: Maternal and Child Health

Center is one of the four implementing partners of a USAID-funded six years Health Communication Component of the Maternal and Child Health Program. The program focuses on the identification, prioritization and coordination of a selected set of interventions for reduction of social and cultural barriers that impede uptake of health behaviors. It also seeks to improve the interaction between clients and providers and an increase in the uptake of relevant reproductive maternal, newborn and child health (RMNCH) services.

Key Results and Achievements

In HCC, Center's made responsible for mass media, faith and community actors' engagement, media advocacy, private sector engagement, journalists' capacity strengthening, entertainment-education and gender and social inclusion.

Center has focused on image building of LHWs and improving informed contraceptive choices among couples through mass media. Center has produced two commercials in this respect that were aired on leading terrestrial and cable channels, both national and regional.

Under media advocacy, Center aims to strengthen the capacity of existing journalists on health reporting. Center in 2015 completed the formative phase of developing a set of tutorials on health journalism for improving capacity of district-based journalists. Also, Center developed an exciting and innovative program of Citizen Journalism for linking communities with news media.



Beyond placement of content in mass communication channels, this initiative will use a variety of social media technologies – including Facebook, Twitter and Instagram – to create digital spaces where citizen journalists will share their content and interact with their audience.

In HCC, Center also seeks to improve maternal and newborn health through faith-inspired and community actors in the focus districts of Sindh. The primary objective is to ensure that local communities reduce the three delays related to obstetric emergencies, i.e. make timely decisions for facility-based deliveries, mobilize resources for timely transportation to health facilities, and mobilize resources for timely delivery of services at health facility. Significant progress has been made with the formation of 'top-down' provincial and district councils,



which include senior faith actors. These senior faith actors belong to the religious authority structures of the various schools of thought practiced by the Muslims in Sindh. This engagement will entail religious sermons and other promotional activities through mosques and seminars to improve maternal and child health status.

Towards private-sector engagement, Center is working in partnership with the Sindh Public-Private Partnership Unit for developing a strategy which will help create conditions under which there will be improved contribution from the private sector towards delivery of health services and information. Upon request of USAID, Center completed a comprehensive analysis and assessment of the Maternal and Child Health Program to better understand how gender and social inclusion is being addressed in the MCH Program, identify gaps and make recommendations for going forward.

During the year, HCC finalized the 360 Degree Media Report. This report analyzes and recommends the most effective media for reaching out to the communities, particularly married women of reproductive age (MWRA) in five focus districts in Sindh, namely, Umerkot, Sanghar, Sukkur, Matiari, and Mirpurkhas. Based on research through collected data and analysis, it also outlines the media mix for most rural and most urban districts to optimize the reach of the message to its intended audience. The report focuses on selection of the best

media mix for three audience segments, namely married women of reproductive age, husbands and community elders, and health managers at the district and provincial level.

Empowerment, Voice and Accountability (EVA) for Better Health and Nutrition

Coverage: 12 districts, six districts each in Punjab and Khyber Pakhtunkhwa

Donor: Department for International Development

Focus: Reproductive, Maternal, Newborn and Child Health and Nutrition

Provincial Health and Nutrition Programme, funded by UK Government's Department for International Development (DFID), aims at achieving improved RMNCH services and nutrition results in Punjab and Khyber Pakhtunkhwa provinces over the period of four years (2014 to 2018). Under this program, Empowerment for Voice and Accountability for Better Health and Nutrition is a demand-side project aimed at empowering, organizing and facilitating citizens and civil society to hold the governments of Punjab and KP accountable for the delivery of quality RMNCH and nutrition services.



Key Results and Achievements

Center in this project is leading on national level advocacy through media and is tasked with implementing six activity-seats.

Through a series of district-based consultations with key stakeholders, Center is developing One Voice for Health, which will culminate into a "Charter of Demand" for better health and nutrition for citizens of Pakistan. In 2015, Center held seven district-based consultation events.

One Voice for Health is linked to a series of television talk shows, which will highlight gaps in service delivery at the grassroots level and hold service providers and district manager accountable and answerable to public. Center has formed a partnership with Dawn Television in this respect.

Center is also engaging its countrywide network of religious leaders and religious organization to build demand for health services and improve health-seeking behavior.



A partnership with Express Tribune was forged to execute a national campaign on Citizen Journalism for Health to bring out issues and gaps in service delivery, which are left uncovered by mainstream media.

Center is also working with selected scriptwriters and screenwriters, through their production houses and channels, for developing a number of entertainment-education products on issues pertaining to reproductive, maternal, newborn and child health.

After a series of successful capacity strengthening engagements with health journalists in Pakistan, Center together with Johns Hopkins University started development of a handbook and manual on Health Reporting. Journalists' senior peers will implement the handbook in nationwide training sessions for district-based journalists for improving health reporting and coverage.



5.3 Cultivating Collaborations - Building Dynamic Groups

HUM Network

Under DFID-funded EVA, Center has been working towards strengthening the capacity of scriptwriters for applying entertainment-education strategies in media products. Center has partnered with scriptwriters who were selected through an open and competitive call, which generated 50 submissions from all across Pakistan. From this, a total of 11 participants were invited to a workshop on entertainment-education from which five concepts are selected for networking with producers or supported through seed funding for production and broadcast on major national and regional television channels. By providing seed funds only (roughly equal to the cost of one television drama serial) the initiative aspires to produce and broadcast several media products on a range of genre and to cater to preferences of different audience segments.

This initiative has lot of commonalities in objectives and approaches for both DFID-funded EVA and USAID-funded HCC and can complement each other's reach and impact. In this respect, a note on collaboration between the two initiatives was developed which was subsequently approved by the USAID and DFID. In light of the collaboration note, Center selected a high potential concept from Hum Television that was treated and refined during the Scriptwriters Workshop to be funded on cost-share basis. The two programs and Hum Television will roughly share the cost for production equally while broadcast will be free-of-cost for a full-length primetime television drama serial. The drama is expected to be aired by the end of year 2016.

Express Media Group

Center has forged a partnership with Express Group to execute an extremely innovative and to be implemented for the first time in this region a national initiative on Citizen Journalism on Health and Nutrition. This initiative will bring out grassroots issues and gaps at the community-level in service delivery, which are left uncovered by mainstream media.

Dawn News

Health issues, especially those at the grassroots level, do not get coverage on mainstream media. For this purpose, Center has signed a partnership with Dawn News for launching a campaign on health rights and entitlements under EVA. The partnership includes production and broadcast of public service announcements, news packages, talk shows and endorsements.

National College of Arts - Lahore

The National College of Arts (NCA), Lahore is a national heritage institution of Pakistan, and has country's leading film and television department. As part of its entertainment-education activities the EVA team approached NCA with the aim of establishing a long-term, partnership that would see NCA promote and institutionalize the art of developing entertainment-education products.

Subsequent to a series of engagements, NCA has signed an agreement with Center whereby the two institutions will work together for developing and instituting a graduate course on entertainment education. Also, NCA agreed to participate in developing an entertainment-education product, namely a telefilm through involvement of its students and faculty. This will be based on one of the scripts treated in the Scriptwriters Workshop and had under gone a selection process. Written by Sarmad Cheema, a final year NCA film and television student, the telefilm is funded by Center under DFID-funded EVA.



5.4 Major Publications and Media Products

Publications

360 Degree Media Analysis

Project: Health Communication Component of the USAID-funded Maternal and Child Health Program

The document provides a well-rounded analysis of media, channels and communication tools in selected districts of Sindh as per their availability, reach and impact.



Television Commercials

Lady Health Workers Commercial

Project: Health Communication Component of the USAID-funded Maternal and Child Health Program

This premise of this commercial is to promote and give recognition to the Lady Health Workers' network, which is the backbone of Pakistan's basic health care services. The LHW network provides health related information and services to communities at their doorstep.



Family Planning Commercial

Project: Health Communication Component of the USAID-funded Maternal and Child Health Program

The commercial on family planning provides information about different short-term and long-term reversible methods. It shows the different choices men and women have according to their needs and circumstances.



5.5 Public Events in 2015



6. Finances

CENTER FOR COMMUNICATION PROGRAMS BALANCE SHEET AS AT DECEMBER 31, 2015

	NOTE	2015 RUPEES	2014 RUPEES
ASSETS			
NON-CURRENT ASSETS			
Fixed assets	4	2,246,603	1,504,560
CURRENT ASSETS			
Account receivables	5	6,519,354	7,885,692
Advances, deposits and prepayments	6	2,011,271	1,370,567
Cash and bank balances	7	82,135,527	3,174,353
		90,666,152	12,430,612
		<u>92,912,755</u>	<u>13,935,172</u>
FUNDS AND LIABILITIES			
FUNDS			
Accumulated surplus	8	15,254,229	11,619,341
Deferred grants	9	58,192,137	-
CURRENT LIABILITIES			
Creditors, accrued and other payables	10	19,466,389	2,315,831
CONTINGENCIES AND COMMITMENTS			
	11	-	-
		<u>92,912,755</u>	<u>13,935,172</u>

The annexed notes from 1 to 18 form an integral part of these financial statements.



PRESIDENT



SECRETARY GENERAL

CENTER FOR COMMUNICATION PROGRAMS INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2015

	NOTE	2015 RUPEES	2014 RUPEES
INCOME			
12		108,902,556	34,173,361
EXPENSES			
Project personnel cost	13	(52,432,571)	(14,469,863)
Program cost	14	(30,277,380)	(4,888,442)
Administrative cost	15	(22,903,308)	(5,963,950)
		(105,613,259)	(25,322,255)
Other income	16	345,591	77,200
SURPLUS FOR THE YEAR		<u>3,634,888</u>	<u>8,928,306</u>
NET SURPLUS FOR THE YEAR		<u>3,634,888</u>	<u>8,928,306</u>

The annexed notes from 1 to 18 form an integral part of these financial statements.



PRESIDENT



SECRETARY GENERAL

CENTER FOR COMMUNICATION PROGRAMS
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2015

	2015 RUPEES	2014 RUPEES
CASH FLOWS FROM OPERATING ACTIVITIES		
Net surplus for the year	3,634,888	8,928,306
Adjustment for:		
Grant amortized during the year	(48,762,563)	(57,015)
Depreciation	1,014,417	661,425
Operating profit before working capital changes	(44,113,258)	9,532,716
Changes in working capital:		
(Increase) / decrease in current assets		
Account receivables	1,366,338	(6,617,790)
Advances, deposits and prepayments	(640,704)	(1,347,566)
Increase / (decrease) in current liabilities		
Accrued and other liabilities	17,150,558	2,000,360
Cash generated (used) in / from operating activities	(26,237,066)	3,567,720
Taxes paid	(26,237,066)	-
Net cash generated (used) in / from operating activities		3,567,720
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(1,756,460)	(2,007,725)
Net cash used in investing activities	(1,756,460)	(2,007,725)
CASH FLOWS FROM FINANCING ACTIVITIES		
Grants received from donors	106,954,700	-
Net cash generated from financing activities	106,954,700	-
Net increase in cash and cash equivalents	78,961,174	1,559,995
Cash and cash equivalents at the beginning of the year	3,174,353	1,614,358
Cash and cash equivalents at the end of the year	82,135,527	3,174,353

The annexed notes from 1 to 18 form an integral part of these financial statements.

For
N.S.H.

PRESIDENT

SECRETARY GENERAL



JOHNS HOPKINS
Center for Communication
Programs

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