



CTS

CHRISTIANS' TRUE SPIRIT

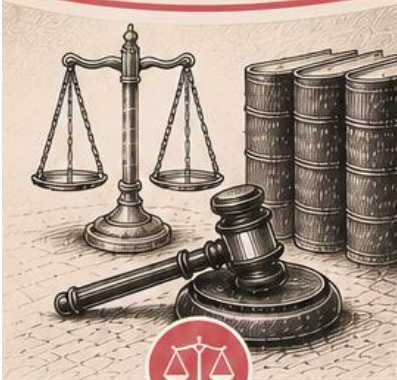
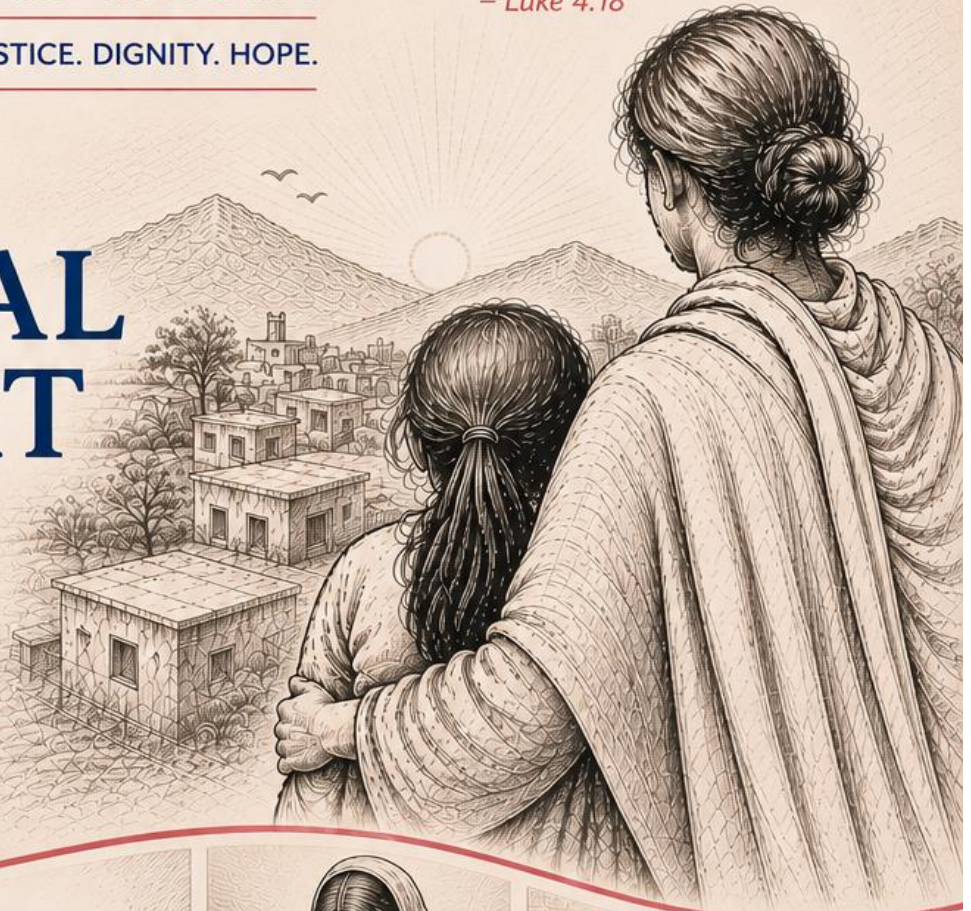
FAITH. JUSTICE. DIGNITY. HOPE.

“ He has sent me to proclaim liberty to the captives and freedom to the oppressed. ”

– Luke 4:18

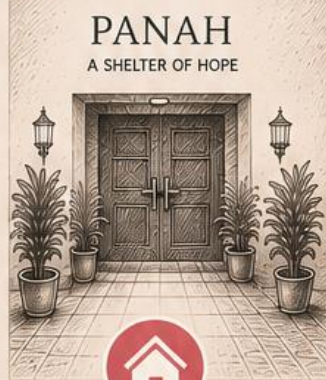
ANNUAL REPORT 2025

Empowering Lives.
Protecting Rights.
Restoring Hope.



LEGAL AID

Seeking Justice.
Defending Rights.



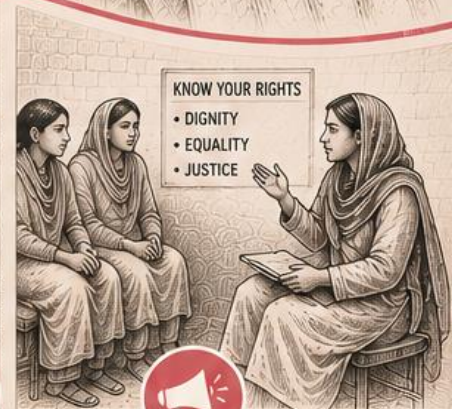
SHELTER & PROTECTION

A Safe Place.
A New Beginning.



EMPOWERMENT

Skills for Today.
Independence for
Tomorrow.



ADVOCACY & AWARENESS

Raising Voices.
Inspiring Change.

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TOGETHER, WE BRING HOPE, HEALING & JUSTICE.
TOGETHER, WE TRANSFORM LIVES.

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Executive Director's Message

It is with deep gratitude and a renewed sense of responsibility that I present this annual report 2025 of Christians' True Spirit (CTS), reflecting a year marked by both profound challenges and meaningful progress.

In an environment where vulnerable communities continue to face legal, social, and economic marginalization, CTS has remained steadfast in its mission to protect dignity, defend justice, and restore hope. Throughout the year, our teams worked tirelessly across legal aid, shelter protection, psychosocial support, education, and vocational empowerment programs, ensuring that survivors of injustice are not left unseen, unheard, or unsupported.



This report demonstrates not only our programmatic achievements, but also the resilience of those we serve. Behind every statistic is a life transformed — a woman finding safety, a child returning to school, a family reclaiming stability, or an individual receiving justice through lawful representation.

The year also marked important institutional milestones. CTS strengthened its internal governance systems, expanded professional capacity through structured trainings, enhanced monitoring and evaluation frameworks, and continued development of our Integrated Shelter & Empowerment Complex — a long-term investment in sustainable protection and rehabilitation.

Our work would not be possible without the trust and partnership of supporters, donors, churches, civil society allies, and legal professionals who stand alongside us in advancing justice and compassion. Their confidence strengthens our resolve and enables us to reach those most in need.

While we take encouragement from the progress achieved, we remain conscious that the path ahead requires continued commitment, innovation, and collaboration. CTS therefore looks forward to expanding its programs, strengthening institutional systems, and deepening partnerships to ensure that vulnerable individuals receive protection, opportunity, and dignity. On behalf of the entire CTS team and the communities we serve, I extend sincere appreciation to all who continue to support this mission.

Together, we remain committed to serving with faith, integrity, and unwavering dedication to human dignity.

“The true measure of justice is not how we treat the powerful, but how we protect the most vulnerable among us.”

Katherine Sapna Karamat
Founder & Executive Director
Christians' True Spirit (CTS)

Impact at a Glance — 2025

Christians' True Spirit (CTS) is a Faith-based protection and justice organization serving marginalized women, children, and minority communities through integrated legal, protection, and empowerment services.

The work carried out by Christians' True Spirit (CTS) during 2025 demonstrates the powerful impact that coordinated legal protection and rehabilitation services can have on the lives of vulnerable individuals. Through its integrated programs, CTS addressed both immediate protection needs and long-term empowerment goals for survivors of violence and injustice.



The legal assistance provided by CTS enabled many survivors to pursue justice through the courts. For individuals facing crimes such as sexual violence, forced conversion, and domestic abuse, access to professional legal representation often represents the difference between impunity for perpetrators and accountability under the law.

By assisting survivors in navigating complex legal procedures, CTS helped ensure that victims were able to present their cases effectively and receive protection through the judicial system. Legal advocacy also helped strengthen awareness of human rights and the rule of law within communities where access to justice has historically been limited.

At the same time, the Panah Shelter Home played an essential role in protecting survivors



who required immediate safety. The shelter provided a secure environment where individuals escaping violence could access protection, counselling, education, and vocational training.

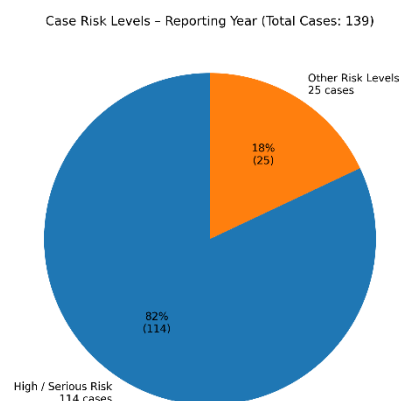
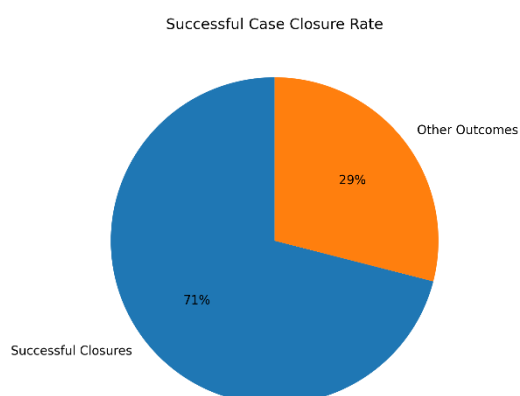
Through these combined interventions, CTS has helped numerous survivors move beyond crisis situations toward stability and independence. Many individuals who entered the shelter under extreme circumstances were eventually able to rebuild their lives, pursue education, or develop new livelihood opportunities.

The impact of CTS programs therefore extends beyond individual cases. By strengthening protection systems and supporting survivors, CTS contributes to broader efforts aimed at promoting justice, equality, and social inclusion.

During the reporting year, CTS continued to provide critical legal assistance to vulnerable individuals. Out of 139 cases managed, 82% were classified as high or serious risk, reflecting the severity of protection concerns addressed. The program maintained a strong impact with a 71% successful case closure rate while contributing to a cumulative total of over 1,313 cases handled since inception.

Key Results Snapshot

Indicator	Result
⚖️ Total Legal Cases Handled (Since Inception)	1376
📁 Cases Managed in Reporting Year	139
✓ Successful Case Closure Rate	71%
⚠️ High / Serious Risk Cases	114 cases (82%)



Protection & Shelter Impact

- 2,500+ individuals protected through shelter services
- Survivors supported with legal aid, counselling, and rehabilitation
- Safe housing duration ranged from emergency placement to long-term protection

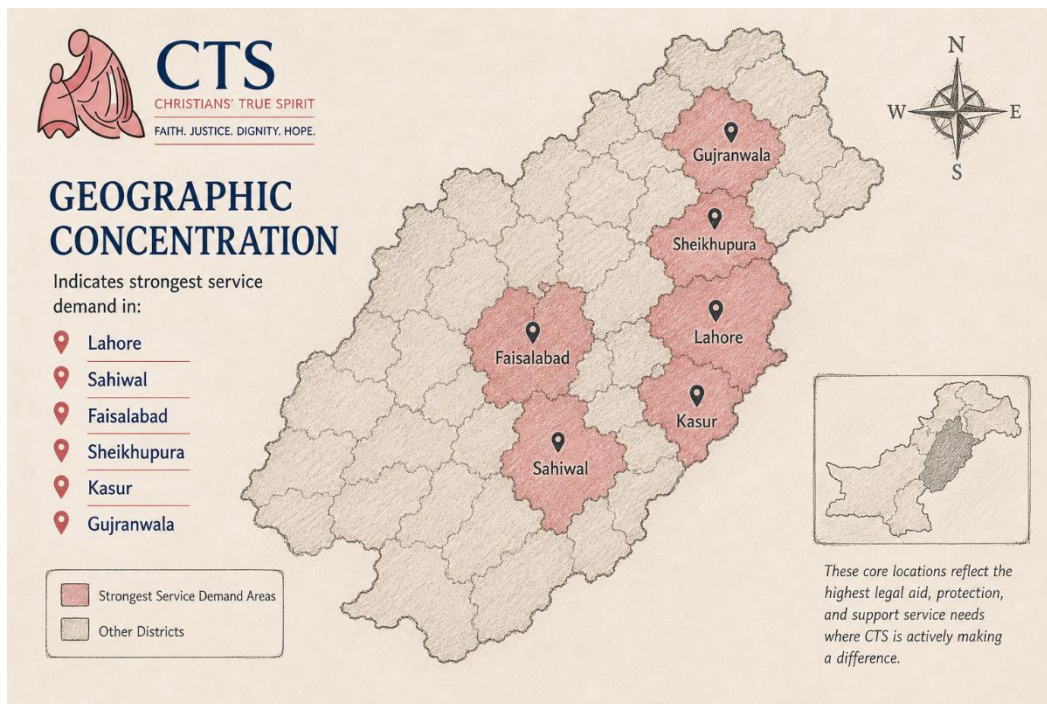
Justice Access Outcomes

Most common case categories:

- Gender-Based Violence — largest proportion
- Family and domestic cases — second largest
- Abduction and forced marriage cases — critical protection focus

Geographic concentration indicates strongest service demand in:

Lahore | Sahiwal | Faisalabad | Sheikhpura | Kasur | Gujranwala



Economic Empowerment Impact

- Hundreds of women trained in vocational skills since program launch
- Graduates established home businesses and salon services
- Income-generation initiatives demonstrated market viability

Example:

Baking (Christmas Cakes) initiative produced 200+ products generating PKR 200,000 for participants.

Institutional Growth Indicators

- Structured staff capacity-building system introduced
- Strengthened case documentation and monitoring mechanisms
- Expanded legal team and technical expertise
- New integrated protection complex under development

Why CTS Matters

CTS operates at the intersection of justice, protection, and empowerment — addressing not only immediate crises but also long-term reintegration and resilience for survivors.

Strategic Priority Areas

- Expand legal protection services
- Scale rehabilitation programs
- Strengthen sustainability systems
- Enhance monitoring and evaluation
- Increase outreach in high-risk districts

Core Principle

Protection + Justice + Empowerment = Sustainable Dignity

Impact of CTS Programs - Contribution to the Sustainable Development Goals (SDGs)

The programs implemented by Christians' True Spirit contribute directly to several of the United Nations Sustainable Development Goals (SDGs). Through its work in legal protection, shelter services, and survivor rehabilitation, CTS addresses multiple dimensions of human rights and social development.



SDG 5 – Gender Equality

A significant portion of the work undertaken by CTS focuses on protecting women and girls from violence and discrimination. Legal representation in cases involving sexual violence, forced marriage, and domestic abuse helps ensure that survivors can pursue justice and regain control over their lives.

In addition, vocational training programs offered through the shelter empower women with practical skills that enable them to achieve economic independence.

SDG 16 – Peace, Justice, and Strong Institutions

CTS contributes to strengthening the rule of law by ensuring that vulnerable individuals have access to legal representation and judicial protection. Through its legal advocacy work, the organization supports accountability for crimes and promotes confidence in the justice system.

The legal cases handled by CTS also contribute to broader efforts to combat impunity and uphold the rights of marginalized communities.

SDG 4 – Quality Education

Educational support provided to children residing at Panah Shelter Home ensures that young survivors of violence or family crises can continue their academic development. By

supporting school enrolment and academic tutoring, CTS helps protect the long-term educational opportunities of vulnerable children.

SDG 3 – Good Health and Well-being

Psychosocial counselling services provided through the shelter contribute to improving the mental and emotional well-being of survivors who have experienced trauma. Access to medical referrals and health support further strengthens the physical and psychological recovery of residents.

SDG 1 – No Poverty

Livelihood training programs implemented by CTS help survivors acquire skills that enable them to pursue income-generating opportunities. Economic independence is a key factor in preventing survivors from returning to abusive environments and helps support long-term stability.



Introduction to the Annual Report

Christians' True Spirit (CTS) presents this Annual Report as a comprehensive reflection of its mission, operations, impact, and institutional growth over the reporting period. This document captures both the measurable achievements and the lived realities behind the work carried out across legal aid, shelter protection, vocational empowerment, advocacy, and capacity building initiatives.

Operating in a complex socio-legal environment, CTS continues to serve vulnerable and marginalized communities — particularly women, children, and religious minorities — who face systemic barriers in accessing justice, protection, and sustainable livelihood opportunities. The organization's work integrates professional legal representation, trauma-informed shelter services, psychosocial care, skills development, and community engagement within a holistic, faith-inspired framework.

This report has been structured to provide:

- A contextual analysis of the human rights environment
- Programmatic data and impact analytics
- Institutional development milestones
- Safeguarding and risk-management frameworks
- Monitoring and evaluation systems
- Financial stewardship overview
- Strategic outlook and sustainability planning

The contents reflect a deliberate effort to balance quantitative evidence with narrative insight, ensuring transparency while preserving the dignity and confidentiality of beneficiaries.

As CTS continues to evolve institutionally, this report also documents internal strengthening processes, governance enhancements, and structured planning for long-term sustainability through the development of the Integrated Shelter & Empowerment Complex.

Above all, this report affirms CTS's enduring commitment to justice, compassion, and human dignity — values that guide its work across every program domain.



Executive Summary

Christians' True Spirit (CTS) is a faith-based nonprofit organization committed to protecting and empowering marginalized communities in Pakistan, particularly women, children, and religious minorities who face systemic barriers to justice, safety, and socio-economic inclusion. This Annual Report presents a consolidated overview of CTS's programmatic impact, institutional development, and strategic direction during the reporting year.

Operating in a complex socio-legal environment characterized by persistent gender-based violence, limited access to justice for vulnerable populations, and structural inequalities affecting minority communities, CTS continued to deliver integrated services through its legal aid, shelter, psychosocial support, vocational training, and community outreach programs. The organization's approach combines professional expertise with a survivor-centered methodology and a values-driven commitment to dignity, protection, and long-term reintegration.

Programmatic Impact Overview

Legal Aid Services



CTS's legal team provided representation and procedural support across a wide range of cases, including gender-based violence, forced marriage, abduction, domestic abuse, family disputes, and minority-related legal matters. Data analysis indicates a strong case follow-through rate, demonstrating effective legal strategy, documentation, and court engagement. The organization continues to prioritize high-risk and protection-sensitive cases requiring urgent intervention.

Shelter and Rehabilitation Support

The CTS shelter program, *Pannah*, served as a secure refuge for individuals facing immediate threats to safety. Residents received comprehensive support including safe accommodation, psychosocial counseling, medical referrals, legal assistance, and educational access for children. Strict safeguarding measures, confidential case management systems, and controlled entry protocols ensured protection and privacy for all beneficiaries.



Skills Development and Economic Reintegration

CTS's vocational initiatives equipped women with practical, market-oriented skills in tailoring, beauty services, and basic computing. These programs strengthened participants' financial independence and reduced vulnerability to exploitation. Collective income-generation activities demonstrated tangible outcomes; for example, trainees produced and sold more than 200 baked goods during a seasonal initiative, generating approximately PKR 200,000 and illustrating the program's economic potential.



Institutional Strengthening

During the reporting period, CTS made substantial progress in organizational development, including:

- Structured staff capacity-building programs focused on ethics, safeguarding, documentation, and teamwork
- Strengthening of internal monitoring and evaluation mechanisms
- Expansion of legal documentation and case-tracking systems
- Enhanced governance and reporting procedures
- Continued development of the Integrated Shelter & Empowerment Complex

These improvements reflect CTS's transition toward a more systematized, accountable, and sustainable institutional model.

Monitoring, Accountability, and Safeguarding

CTS maintains a dual monitoring framework consisting of internal supervision systems and external donor oversight. This ensures compliance with financial, operational, and safeguarding standards. All programs are implemented using risk-sensitive protocols, survivor-centered practices, and confidentiality safeguards consistent with international protection principles.

Strategic Outlook

Looking ahead, CTS will focus on:

- Operationalizing the new integrated protection facility
- Expanding legal representation capacity
- Strengthening livelihood initiatives for survivors
- Deepening partnerships with national and international stakeholders
- Enhancing sustainability through diversified funding and social enterprise models

The organization's medium-term strategy emphasizes institutional consolidation, measurable impact, and responsible growth.

The progress documented in this report reflects the resilience of beneficiaries, the commitment of staff, and the trust of partners and supporters. CTS continues to serve as a

frontline protection organization, working to ensure that vulnerable individuals are not left without access to justice, safety, or opportunity.

Grounded in principles of compassion, accountability, and professional integrity, CTS remains dedicated to advancing human dignity and protection for those most at risk.

CHAPTER 1

Human Rights Environment in Pakistan: Structural Vulnerabilities and the Protection Imperative

1.1 Constitutional Guarantees and Practical Gaps

The Constitution of Pakistan guarantees equality before the law (Article 25) and freedom to profess and practice religion (Article 20). These provisions establish a formal legal framework for the protection of minority communities.

However, implementation disparities remain evident in practice. Religious minorities — including Christian communities concentrated in Punjab — frequently experience disproportionate exposure to legal disputes, social discrimination, and limited access to effective legal remedies.

The gap between constitutional promise and procedural reality defines the operational context within which Christians' True Spirit (CTS) works.

1.2 Legal Sensitivities and Allegations under Religious Provisions

Certain legal provisions relating to religious offenses, including Sections 295-A, 295-B, and 295-C of the Pakistan Penal Code, carry significant social sensitivity. While intended to preserve religious harmony, their invocation in highly charged environments can generate rapid escalation.

Even before judicial review, allegations may trigger:

- Community unrest
- Threats to personal safety
- Forced displacement
- Prolonged pre-trial detention
- Social exclusion

European human rights observers and national commissions have repeatedly noted that procedural safeguards in such cases require strict adherence to due process to prevent misuse.

1.3 Gendered Dimensions of Minority Vulnerability

Women and girls from marginalized religious communities face intersecting vulnerabilities shaped by gender, poverty, and minority status. Reported cases frequently include:

- Allegations of forced conversion
- Coerced or underage marriage
- Sexual violence
- Domestic abuse

- Restricted access to formal legal recourse

When early-stage police intervention is delayed or inadequate, cases often escalate into complex litigation.

1.4 Barriers within the Justice System

Across its cumulative caseload of 1,313+ cases since inception, CTS has documented recurring procedural challenges:

- Adjournment patterns leading to prolonged trials
- Witness intimidation
- Limited forensic documentation in sexual violence cases
- Social pressure encouraging out-of-court settlements
- Economic barriers restricting sustained litigation

Legal rights exist; practical enforcement often depends on persistence, legal literacy, and institutional advocacy.

1.5 Psychological and Social Impact of Allegations

In sensitive legal contexts, accusation alone can produce:

- Social ostracization
- Employment termination
- Informal displacement
- Trauma-related stress symptoms

Families frequently require psychosocial stabilization alongside legal defense.

For this reason, CTS integrates trauma-informed approaches within both its legal and shelter programming.

1.6 Operational Risk for Human Rights Defenders

Organizations providing legal defense in sensitive cases must navigate:

- Security concerns
- Reputational risk
- Heightened scrutiny
- Community tensions

CTS has therefore developed:

- Risk classification protocols
- Confidential data management systems
- Controlled public communication practices
- Case-by-case security assessments

The organization maintains a cautious, non-confrontational public posture while prioritizing due process and professional advocacy.

1.7 Protection as a Structured Response

CTS was established in 2010 in response to observed gaps in:

- Accessible legal representation

- Emergency protective housing
- Survivor-centered rehabilitation
- Economic reintegration pathways

Rather than operating as a reactive charity model, CTS has evolved into a structured protection institution combining:

- Legal defense
- Safe shelter
- Psychosocial care
- Skills development
- Institutional accountability systems

This integrated approach responds directly to the multidimensional risks identified in Pakistan’s minority rights environment.

1.8 The Protection Imperative in 2025

The current environment requires:

- Strengthened procedural safeguards
- Professionalized legal defense
- Data-driven risk monitoring
- Survivor-centred rehabilitation
- Sustainable institutional capacity

CTS’s growth over the past decade reflects a recognition that protection must be systematic, not episodic.

In contexts of heightened sensitivity, disciplined professionalism becomes the strongest safeguard for both beneficiaries and institutions.



CHAPTER 2

Organizational Evolution & Institutional Strengthening - Governance, Growth, and Institutional Maturity

2.1 Origins: From Community Response to Structured Institution

Christians’ True Spirit (CTS) emerged in 2010 as a grassroots humanitarian response to urgent protection needs within marginalized communities in Punjab. Initially operating through informal volunteer networks, the organization focused on providing emergency legal referrals and temporary support to families facing acute crises. Early interventions revealed a consistent pattern: individuals confronting violence, legal vulnerability, or displacement required coordinated assistance rather than isolated acts of charity.

Recognizing this structural need, CTS formalized its operations and obtained legal registration in 2015. This transition marked a defining institutional shift — from an informal relief initiative into a governance-based organization with defined accountability systems, programmatic frameworks, and strategic planning capacity.

The organization’s evolution reflects a deliberate institutional philosophy: Effective compassion requires structure, and sustainable protection requires systems.

2.2 Institutional Growth Trajectory (2015–2025)

Over the past decade, CTS has progressed through distinct developmental phases:

Phase	Period	Institutional Characteristics
<i>Foundation Phase</i>	2010–2014	Volunteer-led response, case-by-case support
<i>Formalization Phase</i>	2015–2017	Registration, governance structures, program design
<i>Expansion Phase</i>	2018–2020	Legal aid scaling, shelter establishment, partnerships
<i>Consolidation Phase</i>	2021–2023	Monitoring systems, documentation protocols, staff training
<i>Institutional Strengthening Phase</i>	2024–2025	Strategic planning, infrastructure investment, analytics-based programming

This staged development demonstrates a gradual but consistent transition from reactive service delivery to strategic institutional programming aligned with international nonprofit management standards.

2.3 Governance Architecture

CTS operates under a structured governance framework designed to ensure transparency, accountability, and programmatic integrity. The organizational model integrates oversight, management, and operational implementation through clearly defined reporting lines.

Governance Components

Board-Level Oversight

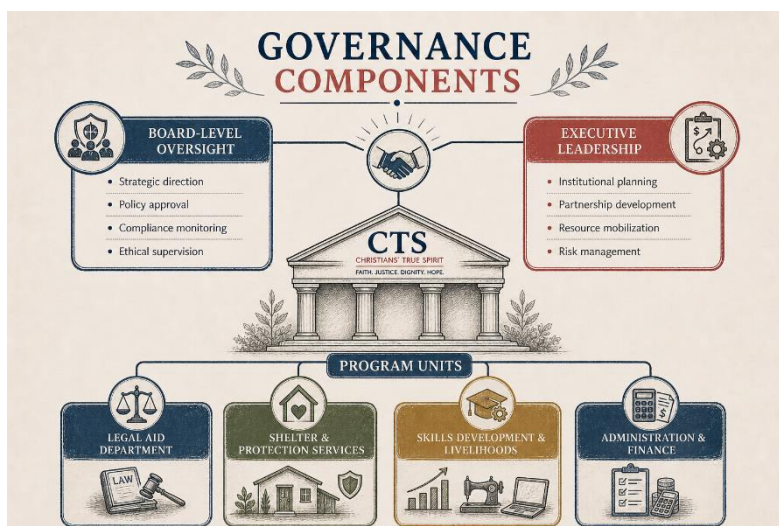
- Strategic direction
- Policy approval
- Compliance monitoring
- Ethical supervision

Executive Leadership

- Institutional planning
- Partnership development
- Resource mobilization
- Risk management

Program Units

- Legal Aid Department
- Shelter & Protection Services
- Skills Development & Livelihoods
- Administration & Finance



This architecture ensures that decision-making authority is balanced with operational independence and oversight.

2.4 Leadership Philosophy

CTS leadership is guided by a values-anchored management philosophy combining:

- Professional accountability
- Evidence-based decision making
- Ethical service delivery
- Faith-inspired compassion

Institutional decision processes emphasize consultation, documentation, and procedural fairness. This approach has enabled CTS to maintain credibility among beneficiaries, partner organizations, and external stakeholders.

2.5 Institutional Capacity Strengthening Initiatives (2025)

During 2025, CTS undertook a series of structured capacity-building interventions to professionalize internal systems and prepare for program expansion.

Key Staff Development Initiatives

1. Organizational Alignment & Training Needs Assessment

Purpose: Strengthen institutional coherence and prepare strategic workforce development planning.

Outcomes:

- Departmental performance mapping
- Skills gap identification
- Training roadmap for 2026
- Enhanced interdepartmental coordination

2. Human Rights Field Practice Training

Focus Areas:

- Ethical documentation standards
- Confidentiality protocols
- Survivor-centred interviewing
- Field risk mitigation
- Secure evidence handling

Institutional Impact:

- Improved credibility of legal documentation
- Reduced operational risk
- Standardized reporting methodology

3. Team Development Workshop (Johari Window Model)

Objectives:

- Improve communication
- Strengthen trust
- Enhance collaborative problem-solving
- Develop emotional intelligence

Results:

- Increased staff cohesion
- Reduced internal communication gaps
- Stronger multidisciplinary case coordination

4. Advanced Protection Protocol Orientation

Staff were trained on safeguarding principles designed to:

- Prevent re-traumatization
- Protect survivor identity
- Maintain legal admissibility of evidence
- Strengthen institutional compliance standards

2.6 Human Resources Professionalization

CTS strengthened its institutional capacity through engagement of specialized expertise, including the appointment of a senior HR consultant and training lead with multidisciplinary academic and professional credentials in law, criminology, and human rights.

This investment represents a strategic institutional decision to align staff development with global nonprofit governance standards.

Key HR Reforms Introduced:

- ✓ Structured performance evaluation system
- ✓ Role-based competency frameworks
- ✓ Training documentation protocols
- ✓ Staff safeguarding guidelines
- ✓ Professional conduct standards

These measures collectively enhance organizational resilience and credibility.

2.7 Operational Systems Strengthening

Throughout 2025, CTS improved its internal systems to support program scalability and donor accountability.

- Systems Upgraded
- Documentation Systems
- Digitized case registers
- Secure file storage protocols
- Standardized reporting templates

Program Monitoring

- Indicator tracking tools
- Beneficiary intake forms
- Outcome measurement sheets

Financial Administration

- Budget monitoring logs
- Procurement tracking
- Expense classification systems

Risk Management

- Security screening procedures
- Incident reporting protocols
- Confidentiality safeguards

The strengthening of these systems allows CTS to maintain operational continuity even while handling complex protection cases.

2.8 Strategic Partnerships and Network Engagement

CTS recognizes collaboration as essential for sustainable impact. During the reporting period, the organization strengthened relationships with:

- Faith-based institutions
- Local civil society groups
- Legal practitioners
- Social workers
- Community leaders

These partnerships facilitate coordinated responses to sensitive cases and enable CTS to operate effectively in environments where multi-stakeholder engagement is essential.

2.9 Institutional Credibility and Community Trust

Over time, CTS has earned credibility among beneficiary communities through:

- Consistent service delivery
- Confidential handling of cases
- Professional legal representation
- Survivor-centred care
- Ethical conduct

Trust is particularly critical in high-risk contexts where individuals may hesitate to seek assistance due to fear of stigma or retaliation. Community confidence in CTS has therefore become one of its most valuable institutional assets.

2.10 Infrastructure Investment as Institutional Strategy

The acquisition of land for the CTS Integrated Shelter & Empowerment Complex represents a milestone in organizational maturity. This step signals a transition from program-based operations toward long-term institutional infrastructure capable of sustaining expanded services.

Infrastructure development reflects:

- Strategic foresight
- Long-term planning
- Donor confidence
- Institutional stability

2.11 Institutional Learning Culture

CTS has cultivated an internal culture of reflection and adaptive learning. Program teams routinely analyze:

- Case outcomes
- Operational challenges
- Beneficiary feedback
- Legal trends
- Protection risks

Lessons learned are incorporated into program redesign, ensuring that institutional growth is informed by field realities rather than theoretical assumptions.

2.12 Key Institutional Strength Indicators

Quantitative Indicators (2015–2025)

- 1,376+ legal cases handled
- 2,500 individuals sheltered
- 500 women trained through skills programs

Qualitative Indicators

- Increasing complexity of cases managed
- Expansion of geographic reach
- Improved case resolution rates
- Enhanced documentation standards
- Stronger interagency coordination

Together, these indicators demonstrate a trajectory of institutional consolidation rather than short-term expansion.

2.13 Governance Integrity and Donor Confidence

For international donors, institutional reliability is determined not only by outputs but by governance discipline. CTS maintains:

- Structured reporting systems

- Internal review mechanisms
- Confidentiality safeguards
- Ethical case handling
- Documented procedures

These practices contribute to donor assurance that resources are utilized responsibly and effectively.

2.14 Organizational Identity

CTS's identity is defined by a distinctive institutional synthesis:

Faith-motivated values + Professional methodology + Evidence-based programming

This integration enables CTS to function simultaneously as:

- A humanitarian protection organization
- A legal advocacy institution
- A rehabilitation provider
- A community empowerment platform

2.15 Strategic Direction Moving Forward

CTS's next institutional phase focuses on scaling impact while safeguarding quality.

Priority areas include:

- Infrastructure completion
- Program expansion
- Data analytics integration
- Professional certification of training programs
- Diversified funding streams
- Institutional sustainability mechanisms

Conclusion

The evolution of CTS over the past decade illustrates how a community-driven initiative can mature into a structured institution capable of delivering professional protection services in complex environments. Its development trajectory reflects deliberate investment in governance, staff capacity, infrastructure, and systems — all essential components of sustainable humanitarian action.



Institutional strength, in this context, is not measured solely by growth but by the organization's ability to respond responsibly, ethically, and effectively to those most in need.

CHAPTER 3

Legal Aid Program — Data, Impact & Case Analytics Evidence-Based Justice Delivery in High-Risk Environments

3.1 Program Overview

The CTS Legal Aid Program constitutes the organization’s primary protection pillar and represents one of the most specialized rights-based services available to marginalized communities facing severe legal vulnerability. Designed as a survivor-centered intervention system, the program integrates legal representation, emergency protection coordination, documentation support, and post-case monitoring.

Unlike traditional legal aid models that focus solely on litigation, CTS operates a holistic legal protection framework combining legal strategy, risk assessment, psychosocial coordination, and community safeguarding. This approach is particularly essential in contexts where court outcomes alone do not guarantee survivor safety.

3.2 Strategic Objectives of the Legal Aid Program

The program operates under five core objectives:

1. Ensure access to justice for individuals unable to afford legal representation.
2. Provide specialized defence and litigation in high-risk and sensitive cases.
3. Protect survivors from retaliation or secondary harm.
4. Strengthen evidence documentation standards.
5. Promote accountability within legal systems.

These objectives align with international rule-of-law and protection-of-vulnerable-groups frameworks.

3.3 Cumulative Impact Since Establishment

Since its inception, CTS has handled legal cases, covering a wide spectrum of civil, criminal, and human-rights-related matters. These cases often involve survivors who face compounded vulnerabilities including poverty, gender discrimination, social exclusion, or minority status.

Types of Cases Addressed

Violent Crime

- Attempted murder
- Assault
- Sexual violence
- Kidnapping

Gender-Based Violence

- Rape
- Forced marriage
- Sexual exploitation
- Domestic violence

Family and Civil Law

- Divorce
- Maintenance claims
- Guardianship petitions
- Dowry recovery

Human Rights Violations

- False accusations
- Religious discrimination
- Forced labour situations

This diversity reflects CTS’s multidisciplinary legal competence.

3.4 2025 Legal Case Portfolio — Statistical Overview

During 2025, CTS handled 139 cases across multiple districts.

Case Status Outcomes

- Closed: 99 cases (71.2%)
- Pending: 40 cases (28.8%)

This closure rate indicates strong follow-through capacity and effective legal strategy execution.

3.5 Case Distribution by Category

Category	Cases	Percentage
Gender-Based Violence	51	36.7%
Family/Domestic	34	24.5%
General Legal	18	12.9%
Abduction/Custody	16	11.5%
Serious Criminal	9	6.5%
Human Rights Sensitive	7	5.0%
Church Property	4	2.9%

Analytical Interpretation

The data demonstrates that over 60% of all cases relate directly to violence or coercion, confirming CTS’s operational focus on urgent protection matters rather than routine civil litigation.

3.6 Risk Level Analysis

Risk Level	Cases	Percentage
Serious	58	41.7%
High	57	41.0%
Low	21	15.1%
Moderate	3	2.2%

Key Finding:

More than 82% of cases fall within serious or high-risk categories, indicating that CTS primarily serves individuals facing immediate threats to safety, liberty, or life.

This distribution highlights the organization's role as a frontline protection actor rather than a general legal service provider.

3.7 Geographic Caseload Concentration

S.No	District	Cases
1.	Lahore	67
2.	Sahiwal	11
3.	Samundari Faisalabad	6
4.	Saddar Sheikhupura	5
5.	Wazirabad/ Gujranwala	5
6.	Patoki Kasur	5
7.	Farooq Abad	4
8.	Samundri Faisalabad	4
9.	Mozang Lahore	3
10.	Hafizabad	3

Interpretation

Lahore's high concentration reflects:

- proximity to courts
- higher reporting access
- presence of referral networks
- urban legal awareness

Secondary clusters suggest expanding outreach beyond metropolitan areas.

3.8 Legal Team Workload Analysis

S.No	Lawyer	Cases
1.	Nadeem Hassan	61
2.	Sana Aslam	28
3.	Haroon Ranjha	21
4.	Qaisar John	13
5.	Mohsin Ishaq Gill	9
6.	Ch. Hadayat Gill	5
7.	Zakria Moon Gill	1
8.	Ch. Hadayat Gil	1

Institutional Insight

The distribution demonstrates both specialization and scalability potential. While senior counsel handles complex high-risk matters, other legal practitioners manage specialized categories such as family law or procedural petitions.

3.9 Case Progression Patterns

Analysis of proceedings reveals three common trajectories:

Rapid Intervention Cases

- Bail hearings
- Emergency petitions
- Habeas corpus actions

Medium-Term Litigation

- Family court matters
- Guardianship cases
- Maintenance disputes

Long-Term Proceedings

- Serious criminal trials
- Appeals
- High-risk human-rights litigation

CTS maintains engagement throughout all phases rather than limiting involvement to initial filings.

3.10 Outcome Quality Indicators

Success is measured not solely by case closure but by outcome quality. Indicators used by CTS include:

- Survivor safety after judgment
- Legal rights restored
- Protection orders secured
- Evidence recorded properly
- Risk level reduced

This multidimensional evaluation aligns with international protection-monitoring standards.

3.11 Operational Methodology

The CTS legal intervention process follows a structured pathway:

1. Intake & Risk Screening
2. Evidence Documentation
3. Legal Strategy Development
4. Court Representation
5. Protection Coordination
6. Follow-Up Monitoring

This standardized approach ensures consistency, transparency, and professional reliability.

3.12 Systemic Insights from Case Data

The 2025 dataset provides several programmatic insights:

- Protection Demand Trends
- High frequency of violence-related cases signals continued protection gaps within communities.
- Judicial Dependency
- Survivors depend heavily on legal intervention for safety rather than solely for justice.
- Geographic Hotspots
- Clusters suggest areas where preventive programming could reduce risk.
- Documentation Importance
- Cases with strong documentation show significantly faster progress.

3.13 Program Strengths

Independent review of program performance highlights several institutional strengths:

- High case-resolution ratio
- Ability to handle complex litigation
- Strong legal documentation standards
- Survivor-centred legal approach
- Experienced multidisciplinary team

3.15 Operational Challenges

Despite strong performance, the program operates within constraints:

- Prolonged court timelines
- Resource limitations for litigation costs
- Security risks in sensitive cases
- Psychological stress among survivors
- Limited legal awareness among communities

Addressing these challenges requires sustained institutional support and partnerships.

3.15 Lessons Learned

Key learning outcomes derived from program implementation:

1. Legal representation alone is insufficient without protection support.
2. Early documentation significantly improves outcomes.
3. Multidisciplinary coordination enhances case success.
4. Survivor trust determines case sustainability.
5. High-risk cases require long-term follow-up.

3.16 Strategic Program Significance

The CTS Legal Aid Program fulfills three systemic roles simultaneously:

- Individual protection mechanism
- Community justice resource
- Structural accountability actor

This triple function makes it a uniquely positioned intervention platform within the justice ecosystem.

3.17 Forward Program Priorities

Planned enhancements include:

- Expansion of legal team capacity
- Digital case management system
- Mobile legal clinics
- Specialized litigation funds
- Strengthened monitoring tools

These priorities aim to increase both reach and effectiveness.

Conclusion

The Legal Aid Program stands as one of CTS's most measurable and high-impact interventions. Its data demonstrates not only quantitative reach but qualitative depth — handling complex, high-risk cases while maintaining professional integrity and survivor-centered care.

Through structured legal strategy, strong documentation, and sustained follow-up, CTS transforms access to justice from a theoretical right into a practical reality for individuals who would otherwise remain unrepresented and unprotected.



3.18 FEATURED CASE STUDIES: STORIES OF PROTECTION, JUSTICE, AND RESILIENCE

While statistics and program descriptions provide an overview of the work carried out by Christians' True Spirit (CTS), the true impact of the organization's efforts can best be understood through the stories of individuals whose lives have been transformed through legal protection and rehabilitation services.

The following case studies illustrate a selection of cases from the many incidents handled by CTS during the reporting year, in which the organization intervened to protect vulnerable individuals and support survivors in their pursuit of justice and recovery. Each case represents a unique journey involving courage, resilience, and the critical role of legal and social protection systems.

These cases also demonstrate the importance of timely legal intervention, access to safe shelter, and comprehensive psychosocial support in addressing the complex challenges faced by survivors of violence and injustice.

While the case studies presented here highlight some of the most significant interventions, a comprehensive record of additional cases handled by CTS during the year can be found in the separate annexure attached to this report, which provides further details of the organization's legal and protection work.

Case Study 1

A Childhood Violated: Seeking Justice for a Minor Survivor

A young boy (Nehmia) from Sheikhpura District became the victim of a deeply disturbing act of sexual abuse that shocked his family and community. The child had been playing near his home when he was approached by an adult who lured him away from the area and subsequently assaulted him.

When the child returned home visibly traumatized and injured, his parents immediately sought medical attention. The incident left the family devastated



and unsure of how to navigate the legal system in order to hold the perpetrator accountable. Christians' True Spirit stepped in to provide legal assistance and guidance to the family. CTS lawyers helped facilitate the registration of the criminal case and ensured that the matter was pursued through appropriate legal channels.

During the course of legal proceedings, the accused attempted to secure bail. The legal team of CTS actively opposed the bail application, arguing that the severity of the offense and the vulnerability of the victim required strict judicial scrutiny.

The court rejected the bail petition, allowing the case to proceed toward trial. The legal intervention provided by CTS helped strengthen the family's confidence in the justice system and ensured that the case was handled with the seriousness it deserved.

This case highlights the importance of strong legal advocacy in protecting the rights of child survivors and ensuring accountability for crimes involving sexual violence.

Case Study 2

From Abduction to Resilience: CTS Supports a Young Woman's Fight for Freedom and Justice



Alishbah Bibi, an 18-year-old Christian from Multan and daughter of Sohail Masih and Nadia Bibi, was an active Grade 8 student who regularly participated in church activities with her siblings. In 2024, she became the target of persistent harassment by a fellow student, Muhammad Taimoor, who attempted to force her into a relationship. When Alishbah rejected his advances, the harassment escalated into intimidation, threats, and inappropriate physical contact.

On 3 October 2024, while Alishbah was at home with her younger sister, Taimoor entered the house at gunpoint and abducted her. Despite neighbors' attempts to intervene, he managed to escape with her. Alishbah was then moved between different locations, including Multan and Rawalpindi, where she was subjected to severe physical and psychological abuse. During her captivity, she faced repeated sexual violence, threats to her life and her family, and continuous pressure to convert to Islam and marry her abductor. Under coercion and threats, she was forced to sign documents intended to legitimize the forced conversion and marriage. Despite immense pressure, Alishbah remained steadfast in her Christian faith.

After several days of captivity, Alishbah managed to escape and return to her parents, where she disclosed the full extent of the abuse and threats she had endured. In response, Taimoor filed a habeas corpus petition, falsely claiming that Alishbah was being unlawfully detained by her parents. Christians' True Spirit (CTS) intervened to represent Alishbah and her family, presenting her clear and voluntary statement before the court expressing her wish to remain with her parents. The court upheld her statement and ruled in favor of the family.

On 11 October 2024, Alishbah was provided safe accommodation at the Panah Shelter Home, managed by CTS. There, she received comprehensive psychosocial support to address severe trauma, anxiety, and depression resulting from the ordeal. At one stage, she experienced suicidal thoughts due to the severity of the abuse, but with continued counseling and support, she has gradually begun her journey toward recovery in a secure and supportive environment.

Currently, Alishbah's divorce (khula) petition is under proceedings before the Family Court in Multan, presided over by Mr. Rana Khalid Mehmood. Her family continues to face threats from the abductor and his relatives, highlighting the ongoing risks surrounding the case. CTS remains actively engaged in providing legal representation, protection, and psychosocial support to ensure Alishbah's safety, uphold her rights, and support her path toward justice and recovery.

Case Study 3

Abduction and Abuse of a Christian Minor: CTS Intervenes for Justice



Natasha, a 17-year-old Christian girl from Kasur and daughter of Allah Rakha, became the victim of persistent harassment and violence by a local man, Arfan, who lived near her school. On 8 January 2025, Christians' True Spirit (CTS) intervened to provide urgent legal assistance and protection after Natasha endured abduction, severe physical abuse, and sexual violence. Her case reflects the serious challenges victims of gender-based violence face when seeking justice in the

presence of intimidation and social pressure.

Prior to the abduction, Natasha had been repeatedly harassed by Arfan, who attempted to force her into a relationship. Despite her clear refusal and warnings that she would report him, the harassment escalated. Arfan began stalking her regularly and even entered her classroom attempting to assault her. Natasha bravely resisted and reported the matter to her father, who confronted Arfan's family and demanded that they restrain him. However, the harassment continued.

The situation escalated further when Arfan assaulted Natasha in a nearby alleyway. Fearing for her safety, her parents withdrew her from school. On 6 January 2025, Arfan, accompanied by several accomplices, forcibly entered Natasha's home and abducted her at gunpoint. During the attack, Natasha's father was severely beaten while trying to rescue her. Both Natasha and her father were later found injured by neighbors, with Natasha unconscious and in urgent need of medical attention.

Following the attack, Natasha and her family faced significant obstacles in seeking justice. Despite reporting the incident, the police initially refused to register an FIR due to the influence of the perpetrator's family. The family also faced repeated threats and pressure to withdraw their complaint.

In response, CTS intervened to provide legal representation and protection, filing petitions under Sections 22-A and 22-B of the Criminal Procedure Code seeking the court's direction for the registration of an FIR. Due to ongoing threats to their safety, Natasha and her family were relocated to a secure safe house arranged by CTS.

The case remains under legal proceedings, with CTS continuing to advocate for justice and accountability. Despite the trauma and intimidation they have endured, Natasha and her family remain determined to pursue legal action. CTS continues to stand alongside them, providing legal, psychosocial, and protective support as they work toward justice and recovery.

Case Study 4

Escaping Forced Conversion and Marriage: Huma's Struggle for Justice

Huma Bibi, an 18-year-old Christian girl from Shahdara, District Lahore, is the eldest daughter of Allah Ditta and Azrah Bibi. Having completed Grade 12, she was working at a local call center to help support her family. Her father works as a daily wage labourer and her mother

as a domestic worker. Known for her responsible nature, Huma actively participated in church activities and played a key role in supporting her younger siblings.

In July 2024, Huma left for work but did not return home. After searching for several weeks,



her parents filed FIR No. 4202/24 under Section 365-B of the Pakistan Penal Code, reporting her abduction. Initially, the local police showed little progress in investigating the case, stating that no suspect had been identified.

In early August 2024, police recovered Huma from a rural village and informed the family that she had allegedly converted to Islam and married Abdul Basit Butt. Both Huma and Abdul Basit were taken into police custody. On 7 August 2024, Christians' True Spirit (CTS) filed a Habeas Corpus petition under Section 491 Cr.P.C., seeking to ensure that Huma could present her statement freely before the court. During the

hearing, Huma stated that the conversion and marriage had occurred by her own choice, leading to the dismissal of the petition. However, CTS representatives observed that she appeared visibly nervous and likely under pressure during her testimony.

After enduring months of confinement, abuse, and intimidation, Huma managed to escape on 16 January 2025 from Abdul Basit's residence and sought refuge at her aunt's home before reuniting with her parents. Shortly afterwards, Abdul Basit filed a habeas corpus petition, claiming that Huma had been abducted by her family.

On 25 January 2025, CTS contested the petition in court. The court ultimately granted custody of Huma to her parents, after which Abdul Basit withdrew his claim. On 29 January 2025, Huma recorded a detailed statement under Section 164 Cr.P.C., explaining that she had been forcibly abducted, coerced into religious conversion, and compelled into marriage. She further revealed that she had faced repeated abuse and threats whenever she attempted to contact her family.

Following her statement, CTS filed a petition for divorce (khula) on Huma's behalf. On 17 April 2025, the Family Court in Lahore, presided over by Ms. Justice Sofia Ashraf, granted the dissolution of the forced marriage.

Despite the legal relief, Huma and her family continued to face harassment and threats from Abdul Basit. The situation escalated again on 20 June 2025, when Basit allegedly abducted Huma while she was returning home from work. CTS immediately filed another Habeas Corpus petition under Section 491 Cr. P.C. on 21 June 2025. When produced before the court, Huma—appearing to be under pressure and intimidation—denied the abduction and expressed her wish to remain with Abdul Basit.

The case highlights the complex challenges faced by victims of forced conversion and marriage, including intimidation, social pressure, and repeated victimization. CTS continues to monitor the situation closely and remains committed to providing legal support and protection to Huma and her family as they navigate these ongoing threats and legal proceedings.

Case Study 5

False Blasphemy and Kidnapping Allegations Against Christian Orphan Brothers: CTS Intervenes to Protect the Masih Family

Nouman Masih and Danish Masih, two Christian orphan brothers from Jaranwala, District Faisalabad, became victims of false criminal allegations that placed their lives and family at serious risk. The brothers live with their widowed mother, Rubina Bibi, a 50-year-old woman whose husband passed away eleven years ago. The family belongs to a vulnerable Christian community and relies on limited resources for survival.

On 7 June 2025, Danish was playing with neighbourhood children outside their home when their neighbour, Rana Yasir, confronted him aggressively and ordered him to remain inside. When Danish asserted his right to play outside, Yasir physically assaulted him by twisting his arm. Hearing the commotion, Nouman Masih rushed to intervene and protect his younger brother. The situation quickly escalated into a violent altercation during which Nouman sustained serious injuries to his hand and arm.

Following the incident, Rana Yasir issued death threats against the brothers. Shortly afterwards, the family discovered that a First Information Report (FIR No. 1060/25) had been lodged against Nouman, Danish, and several other neighbours under Sections 365, 511, and 149 of the Pakistan Penal Code. The complaint falsely accused the brothers of attempted kidnapping and blasphemy by allegedly insulting Islamic beliefs—serious allegations that can expose individuals to extreme legal penalties and mob violence in Pakistan.



Fearing for their safety, Rubina Bibi immediately sought assistance from Father Yaqoob, a Catholic priest in Jaranwala.

On 8 June 2025, the family approached CTS for protection. Due to the high risk of retaliation and possible mob violence, CTS arranged immediate protective measures. Rubina Bibi and her daughter Teerza—who was visiting home during Eid holidays—were relocated to a safe location, while Nouman and Danish Masih were moved to a secure safe house.

CTS promptly initiated legal proceedings to protect the brothers from arrest. A pre-arrest bail petition was filed before the court of Mr. Muhammad Mumtaz, Additional Sessions Judge, Jaranwala. On 17 June 2025, the court granted pre-arrest bail, providing temporary legal protection to the accused brothers while the case proceeds.

This case illustrates the severe vulnerability of religious minorities in Pakistan, where false accusations—particularly those involving blasphemy—can trigger legal persecution, social hostility, and threats of mob violence. Christians' True Spirit (CTS) continues to monitor the case closely, providing legal support and protection to ensure the safety of the Masih family and to safeguard their right to justice.

Case Study 6

Justice for Muskan: CTS Supports a Survivor of Gang Rape and Online Exploitation

Muskan, a 16-year-old Christian girl and daughter of Riaz Masih, is a resident of Karol, District Faisalabad. She belongs to a marginalized family and was living with her parents when she became the victim of a brutal crime that shocked the local community.



On 4 April 2025, at approximately 8:00 a.m., Muskan left her home to purchase medicine for her father. While crossing the street, a man named Muhammad Zain forcibly stopped her and dragged her into his house despite her resistance. Inside the house, three other men—Abdul Mughees, Ahmer, and Muhammad Zaman—were already present. The assailants forced Muskan to drink alcohol and physically assaulted her when she refused. Zain tied her hands and legs while the perpetrators stripped and sexually assaulted her one after another. During the assault, the perpetrators recorded videos of the crime on their mobile phones and threatened to release the footage online if she reported the incident. Muskan was deeply traumatized and initially remained silent, fearing that her family might not believe her or that she could face severe social consequences. However, when videos of the assault began circulating on social media, her family became aware of them on 10 April 2025. When confronted, Muskan broke down and disclosed the entire incident to her father and brothers.

Following her disclosure, Riaz Masih, along with Muskan and his sons, approached the Samundri Police Station in District Faisalabad, where FIR No. 238/2025 was registered under Sections 375-A and 292-C of the Pakistan Penal Code. A medico-legal examination was conducted at Samundri Hospital, and due to serious threats to her life, Muskan was relocated to the “Panah” Shelter Home operated by Christians’ True Spirit (CTS) for protection.

An application was filed on 21 April 2025 before the court of Mr. Zeeshan Haider, Special Magistrate Samundri, seeking the recording of Muskan’s statement. Her statement was successfully recorded under Section 164 Cr. P.C. on 24 April 2025.

Three accused—Muhammad Zain, Ahmer, and Abdul Mughees—were taken into police custody, while the fourth accused, Muhammad Zaman, filed a pre-arrest bail petition before the court of Mr. Muhammad Shafique, ASJ, which was rejected on 13 May 2025 after strong opposition by CTS lawyers.

Zaman later filed another pre-arrest bail petition before the Lahore High Court on 17 June 2025, which was dismissed the same day by Justice Tariq Mehmood Bajwa, with arrest orders issued. Although the accused initially fled from the court premises, he was arrested by police ten days later.

Muskan continues to reside at the Panah Shelter Home, where she is receiving medical care, counselling, and skills development support. The case has proceeded to trial and remains under court proceedings, with CTS providing ongoing legal representation and protection to the survivor and her family.

Case Study 7

Sanam Bibi: Escape from Forced Conversion, Marriage, and Years of Abuse

Sanam Bibi, a 27-year-old Christian woman and daughter of Iqbal Masih, was abducted on 12 December 2022 by Muhammad Asad, a Muslim man who was serving as a police officer at the time. Following her abduction, Sanam was forcibly converted to Islam and compelled into marriage against her will. During her captivity, she endured continuous physical and

sexual abuse and was forced to undergo two abortions. For more than two years, Sanam lived under severe trauma, violence, and constant intimidation.

Throughout this period, Muhammad Asad repeatedly assaulted Sanam and threatened to harm her family if she attempted to escape or report the abuse. She remained isolated from her family and any external support, living under constant fear for her life and the safety of her loved ones.

On 19 March 2025, Sanam managed to escape from her abuser and sought immediate assistance from Christians' True Spirit (CTS). She reported the prolonged



abuse, forced conversion, and coercive marriage, while also expressing fear of retaliation from Muhammad Asad, who continued threatening her family in an attempt to locate her.

CTS promptly intervened to provide protection and legal assistance. A domestic violence complaint was filed against Muhammad Asad at the women's police station. CTS also submitted an application for a medico-legal examination to document the injuries and abuse Sanam had suffered, which was approved by the court on 21 March 2025.

To legally free Sanam from the forced marriage, CTS filed a petition for Khula (Islamic divorce) on her behalf before the Family Court in Lahore, presided over by Honorable Ms. Shaheen Noor. After due proceedings, the court granted the decree of Khula on 2 July 2025, formally dissolving the forced marriage.

Sanam Bibi's case highlights the grave risks faced by women from religious minority communities who are subjected to forced conversion, abduction, and prolonged abuse. Through legal representation, protection, and continued advocacy, CTS supported Sanam in securing justice, safety, and the opportunity to reclaim control over her life after years of violence and coercion.

Case Study 8

Justice for Eman Angel: Supporting a Survivor with Disabilities

Eman Angel, a 16-year-old Christian girl with Down syndrome from Lala Musa, Kharian, belongs to a marginalized and economically disadvantaged family. Her father, Nadeem Masih, works as a cleaner at a hospital earning approximately PKR 20,000 per month, while her mother, Rehana Bibi, works as a domestic worker earning around PKR 7,000 per month. Due to financial hardship, Eman and her siblings were unable to attend school. As a child with disabilities, Eman was particularly vulnerable to exploitation and abuse.

On 17 March 2025, while walking alone to church near the railway station in Lala Musa, Eman was abducted by a local man, Raheel Butt, who took advantage of her vulnerability and small physical stature. He forcibly took her to a nearby train compartment where he sexually assaulted her.



The incident was witnessed by a local resident, Aneel Aslam, who immediately informed Eman's father. Both rushed to the scene and found the perpetrator committing the assault. Upon seeing them, the attacker pushed Eman out of the train compartment and fled, leaving her injured. Eman's father immediately contacted the police emergency helpline and reported the crime.

Following the report, the family approached the Lala Musa Police Station, where FIR No. 132/25 was registered under Section 376 of the Pakistan Penal Code. Due to the prompt reporting of the crime, the accused was arrested by the police.

A medico-legal examination of Eman Angel was conducted, and her statement was also recorded under Section 164 of the Criminal Procedure Code before the court.

Currently, Christians' True Spirit (CTS) is providing free legal assistance and comprehensive psychosocial support to help the survivor and her family cope with the trauma of the incident. CTS strongly condemns this grave act of violence and remains firmly committed to pursuing justice for Eman Angel, ensuring that the perpetrator is held accountable and that the survivor and her family receive the protection and support they deserve.

Case Study 9

Seeking Justice for Kinza Bibi: CTS Supports a Survivor of Sexual Violence

Kinza Bibi, a 14-year-old Christian girl from Patoki, District Kasur, belongs to a marginalized and economically vulnerable family. She works alongside her brother Sunny at the Sada Bahar brick factory to support their household. Like many families in the area, they face economic hardship and limited access to justice and protection.



On the evening of 15 February 2025, at approximately 7:00 pm, Kinza went to a relative's house to retrieve her phone. Due to electricity load-shedding, the area was poorly lit. While returning home, she was forcibly stopped by a man who covered her mouth and dragged her into a secluded alley. The attacker, later identified as Ali Raza, son of Muhammad Yaseen, threatened to kill her if she made any noise and then sexually assaulted her.

Kinza attempted to resist but was overpowered. During the assault, her uncle was passing nearby on his motorcycle and noticed the incident due to the motorcycle's headlight. He attempted to intervene, which caused the attacker to flee

after pushing Kinza to the ground. Both Kinza and her uncle recognized the assailant.

The family immediately reported the crime to the police, and FIR No. 379/25 was registered on 17 February 2025 under Section 376(iii) of the Pakistan Penal Code. However, despite the seriousness of the offense, the accused initially remained at large and later filed a pre-arrest bail petition.

On 26 February 2025, Christians' True Spirit (CTS) visited Kinza and her family to provide moral support and assess the situation. Upon the family's request, CTS took up the case and submitted a power of attorney to ensure that the case would be properly pursued in court.

On 1 March 2025, an application was submitted for recording Kinza's statement under Section 164 of the Criminal Procedure Code before the court of Miss Naghmana Ansar, Special Judicial Magistrate. Her statement was successfully recorded on 8 March 2025, strengthening the prosecution's case. Subsequently, on 28 March 2025, the accused, Ali Raza, filed another pre-arrest bail petition before the Lahore High Court, which was heard by Justice Jawad Zafar. The court dismissed the bail petition on 12 June 2025, following which the police arrested the accused on the same day.

Case Study 10

False Allegation of Conversion and Marriage: CTS Protects Bilqees Bibi from Fraudulent Claims

Bilqees Bibi, a 40-year-old Christian woman from Yousafwala, District Sahiwal, is married to Imran Nawaz (also recorded as Imran Masih). The couple has two sons, Zonish (11) and Isaac Noman (9). Imran works at a hotel in Faisalabad and resides there due to employment, while Bilqees lives in Yousafwala with their children and her brother.

On 25 March 2025, at approximately 11:00 a.m., police arrived at Bilqees Bibi's residence and took her along with her two minor sons into custody. She was informed that a habeas corpus petition had been filed alleging that she had converted to Islam and married a Muslim man, Muhammad Mushtaq, and that her lawful husband was illegally detaining her and the children. The petition had reportedly been filed by Khadija, daughter of Muhammad Mushtaq, on behalf of her father.

Bilqees immediately managed to inform her brother and husband, who contacted Christians' True Spirit (CTS) and sought urgent legal assistance. CTS promptly intervened to contest the petition. On 26 March 2025, CTS attorneys Mr. Nadeem Hassan and Mr. Qaisar John met with Bilqees prior to the court hearing and assured her that she would be protected from any intimidation or coercion.

During the court proceedings, Muhammad Mushtaq claimed that Bilqees had converted to Islam and lawfully married him, further alleging that her husband was illegally detaining her and the children. When questioned by the court, Bilqees firmly denied the allegations and stated that she had neither converted her religion nor married Muhammad Mushtaq. She clarified that she had only signed documents which Mushtaq had presented as loan application papers for a government scheme for women.

After recording her clear and voluntary statement, the Honourable High Court dismissed the habeas corpus petition and ordered that Bilqees Bibi and her children be released and allowed to return to her husband.

Following the court proceedings, Bilqees visited the CTS office and disclosed further details about the incident. She explained that her cousin Sarfraz, who worked with Muhammad Mushtaq, had informed her about a government loan scheme for women in Sangla Hill. On 9 March 2024, she travelled there to submit the application. Upon arrival, she was taken to a



local court where she was asked to sign documents and provide her thumb impression, which Mushtaq represented as loan application forms. Trusting his explanation, she signed the papers, only to later discover that her signatures had allegedly been misused to fabricate documents claiming conversion and marriage without her knowledge or consent.

Through timely legal intervention, Christians' True Spirit (CTS) ensured that Bilqees Bibi's statement was heard before the court and that she was safely reunited with her family. CTS continues to stand with the family to safeguard their rights and prevent further intimidation or exploitation.

CHAPTER 4

Panah Shelter Home - Shelter & Rehabilitation Program — Protection, Healing, and Reintegration

A Comprehensive Protection Ecosystem for Survivors at Risk

4.1 Program Overview

Throughout the year 2025, Panah Shelter Home maintained consistent occupancy levels, reflecting the continued demand for safe housing and rehabilitation services.

Monthly occupancy records indicate that the shelter hosted between 26 and 40 residents per month, including women, children, and in some cases entire families seeking protection.

These figures demonstrate the critical role played by the shelter in providing immediate protection to vulnerable individuals who might otherwise face severe threats to their safety.

Panah Shelter Home functions not only as a place of safety but also as a space for healing and personal growth.



The CTS Shelter & Rehabilitation Program represents the organization's core humanitarian protection mechanism, designed to provide immediate safety, structured recovery, and long-term reintegration for individuals facing violence, persecution, or severe social vulnerability. Operating as a confidential safe-housing and rehabilitation system, the program supports women, children, and families who are unable to remain safely within

their communities due to threats, abuse, legal risk, or social exclusion.

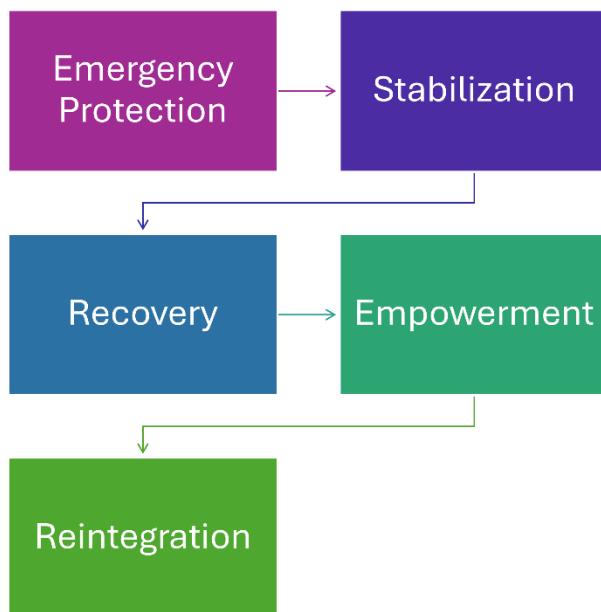
Unlike conventional shelters that offer temporary refuge only, CTS's model integrates protection, psychosocial recovery, legal navigation, education, and livelihood preparation within a single coordinated framework. This multidisciplinary design ensures that beneficiaries receive not only immediate relief but also the tools required to rebuild stable, independent lives.

4.2 Strategic Purpose

The shelter program was established to address three critical protection gaps frequently observed among vulnerable populations:

1. Lack of safe accommodation for individuals facing imminent threats.
2. Absence of trauma-informed rehabilitation services.
3. Limited pathways for economic and social reintegration.

CTS addresses these gaps through a continuum-of-care model that moves beneficiaries through structured stages:



4.3 Cumulative Reach and Beneficiary Profile

Since its establishment, CTS has provided shelter and rehabilitation services to:

2,500+ individuals, including:

- approximately 2,400 women and girls
- over 100 children

Beneficiaries represent diverse geographic backgrounds, including rural districts, urban settlements, and marginalized Labor communities. Many arrive with limited financial resources, disrupted family support systems, or significant trauma histories.

4.4 Admission and Risk Screening System

Entry into the shelter program follows a structured assessment protocol designed to ensure both safety and appropriate service allocation.

Intake Procedure

Each admission involves:



Identity verification and case documentation



Risk-level assessment



Legal status evaluation



Medical and psychological screening



Security clearance review

This process allows CTS to categorize cases according to urgency and support requirements while maintaining confidentiality and minimizing security risks.

4.5 Safety and Confidentiality Framework

The shelter operates under strict protection protocols to ensure the safety of residents and staff.

Security Measures



UNDISCLOSED LOCATION



CONTROLLED ACCESS POINTS



24-HOUR SUPERVISION



VISITOR VERIFICATION PROCEDURES



RESTRICTED COMMUNICATION DEVICES

Protective Policies

- No weapons permitted
- No substances allowed
- Confidentiality agreements for staff and residents
- Secure data storage

These measures create a protective environment where survivors can begin recovery without fear of surveillance, intimidation, or retaliation.

4.6 Duration of Stay

Length of residence is determined individually based on risk assessment and rehabilitation needs.

S.No	Category	Typical Duration
1.	Emergency Cases	Few days – 1 month
2.	Moderate Risk	1–3 months
3.	High-Risk Survivors	3–12 months
4.	Exceptional Cases	Extended stay

Flexible timelines allow CTS to tailor support to each beneficiary’s recovery trajectory rather than imposing fixed deadlines.

4.7 Core Residential Services

Every resident receives essential living support designed to stabilize immediate needs and restore physical wellbeing.

Basic Support Includes

- Secure accommodation
- Nutritious meals
- Laundry services
- Hygiene supplies
- Clothing assistance
- Safe sleeping arrangements

Meeting these fundamental needs provides stability and reduces stress, enabling beneficiaries to focus on recovery and long-term planning.

4.8 Integrated Rehabilitation Services

The program's distinguishing feature is its multidisciplinary rehabilitation system, which addresses legal, psychological, social, and economic dimensions simultaneously.

A. Legal Support Coordination

Residents receive assistance with:

- court procedures
- documentation
- evidence preparation
- legal counselling

Close coordination between the shelter and CTS Legal Unit ensures continuity between protection and justice processes.

B. Medical and Psychosocial Care

Services include:

- health screenings
- trauma counselling
- emotional stabilization sessions
- crisis intervention support

Trauma-informed approaches are used to reduce anxiety, rebuild self-worth, and restore psychological resilience.

C. Educational Access for Children

Children residing in the shelter receive:

- school enrolment support
- tutoring assistance
- educational materials

Ensuring continuity of education prevents long-term developmental disruption.

D. Livelihood Preparation

Residents are encouraged to enrol in CTS vocational training programs, where they learn practical skills to support future independence. Participation in skills training often marks a turning point in recovery by restoring confidence and purpose.

4.9 Rehabilitation Outcomes Framework

Success within the shelter program is evaluated through measurable reintegration indicators.

Outcome Indicators

- restored personal safety
- legal case stabilization
- psychological improvement
- income generation ability
- family reunification (where safe)
- independent housing arrangements

Monitoring continues after departure to ensure sustained stability.

4.10 Program Strengths

Independent assessment of program performance identifies several institutional strengths:

- Strong confidentiality safeguards
- Survivor-centred care model
- Integrated service delivery
- Effective case management
- High rehabilitation success rates

These elements collectively distinguish CTS as a comprehensive protection provider rather than a basic shelter operator.

4.11 Operational Challenges

Despite strong program performance, the shelter system faces structural constraints:

- limited capacity relative to demand
- increasing number of high-risk cases
- rising operational costs
- security pressures
- long-term rehabilitation resource needs

Addressing these challenges requires sustained funding and infrastructure expansion.

4.12 Lessons Learned

Program implementation has yielded important insights:

1. Safety is the first prerequisite for recovery.
2. Legal protection must accompany shelter support.
3. Economic empowerment significantly reduces vulnerability.
4. Long-term follow-up improves reintegration success.
5. Faith-based psychosocial support strengthens resilience.

4.13 Strategic Importance Within CTS Programming

The shelter functions as the central hub linking all CTS program pillars:

Sr.	Program Area	Connection to Shelter
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1.	Legal Aid	Protection for litigants
2.	Skills Training	Empowerment pathway
3.	Advocacy	Evidence for policy reform
4.	Community Outreach	Reintegration support

This integrated structure enables CTS to address root causes of vulnerability rather than isolated symptoms.

4.14 Expansion Initiative — Integrated Shelter & Empowerment Complex

To meet growing demand, CTS has launched development of a large-scale integrated facility in Lahore. The planned complex will include:

- secure shelter units
- medical facilities/ hospital
- education centre
- vocational labs
- family apartments
- chapel
- community training hall

When completed, the facility will serve up to 400 individuals simultaneously and operate as a comprehensive rehabilitation campus.



4.15 Sustainability Strategy

The future shelter complex is designed around a hybrid sustainability model combining donor support with internal income streams:

- vocational product sales
- training centre services
- guest accommodation
- community programs

This model aims to gradually reduce reliance on external funding while ensuring operational continuity.

4.17 Strategic Forward Priorities (2025–2027)

Planned program enhancements include:

- increased residential capacity
- expanded counselling services
- specialized trauma recovery modules
- reintegration monitoring systems
- strengthened partnerships with referral agencies

These priorities will strengthen both quality and reach of services.

Conclusion

The Shelter & Rehabilitation Program represents one of CTS’s most transformative interventions. By combining secure housing with legal support, psychological recovery, education, and livelihood preparation, the program offers survivors not only protection but a pathway toward restored dignity and independence.

In environments where vulnerable individuals often face isolation and systemic barriers, this integrated model demonstrates how coordinated humanitarian response can convert crisis into recovery and vulnerability into resilience.

The ultimate goal of the shelter program is to help survivors transition from crisis situations toward stable and independent lives. As residents progress through the rehabilitation process, CTS works with them to develop individualized reintegration plans.

These plans may include returning to family environments where it is safe to do so, securing independent housing, or pursuing employment opportunities.

CTS staff members provide ongoing guidance to ensure that survivors can transition safely and confidently into the next phase of their lives.

Through its comprehensive approach, Panah Shelter Home has become an essential component of the broader mission of Christians’ True Spirit to promote justice, protection, and empowerment for vulnerable communities.

CHAPTER 5

Skills Development & Economic Empowerment Program — Pathways to Self-Reliance Restoring Agency, Livelihoods, and Long-Term Protection

5.1 Program Overview

The CTS Skills Development & Economic Empowerment Program is a flagship rehabilitation and prevention initiative designed to address one of the root causes of vulnerability among marginalized women and girls: economic dependence. The program equips survivors of violence, women from impoverished households, and socially excluded individuals with practical vocational skills that enable them to generate income, rebuild dignity, and reintegrate into society.

Established as a strategic transition from emergency assistance toward sustainable development, the program operates on the principle that long-term protection cannot be achieved without economic stability. It therefore functions as both a rehabilitation tool and a preventive intervention against exploitation, abuse, and re-victimization.

5.2 Strategic Rationale

Field assessments conducted by CTS revealed that economic vulnerability consistently correlates with heightened exposure to violence, trafficking, forced marriage, and exploitation. Women lacking employable skills often remain dependent on abusive environments or exploitative labor systems.

The program was designed to address four structural barriers:

1. Limited access to market-relevant skills
2. Financial dependence on abusive actors
3. Low self-confidence and trauma-related withdrawal
4. Lack of safe employment pathways

By targeting these root factors, CTS aims to transform beneficiaries from passive recipients of aid into active economic participants.

5.3 Target Beneficiary Groups

The program primarily serves:

- residents of the CTS shelter
- survivors of violence or coercion
- women from low-income minority communities
- orphans and vulnerable youth
- domestic workers and informal laborers

Beneficiaries are selected through vulnerability screening to ensure that training opportunities reach those most in need of economic stabilization.

5.4 Program Structure and Duration

Training is delivered through a structured six-month cycle combining theoretical instruction, supervised practical application, and psychosocial support. All courses are provided free of cost, eliminating financial barriers that would otherwise prevent participation.

Each training cycle includes:

- classroom instruction
- practical demonstrations
- supervised skill practice
- peer learning sessions
- confidence-building activities

This integrated approach ensures that graduates complete the program with both technical competence and personal readiness for employment or entrepreneurship.



5.5 Vocational Training Tracks

The curriculum is organized into three core professional tracks selected for their market demand, income potential, and adaptability to home-based or community-based work environments.

5.5.1 Professional Beauty Skills Training

This track provides comprehensive instruction covering:

- professional hair cutting and styling
- chemical treatments and colouring techniques
- skincare treatments and facials
- manicure and pedicure services
- bridal and event makeup artistry

The curriculum progresses from basic to advanced levels, ensuring that graduates can meet professional industry standards. Many trainees go on to secure employment in salons or establish home-based beauty services.

5.5.2 Stitching, Tailoring, and Design

Tailoring remains one of the most accessible and reliable income sources for women in conservative or mobility-restricted environments. Training includes:

- garment construction
- pattern design
- stitching techniques
- finishing and quality control

Participants also learn to produce specialized products such as home décor items, accessories, and ceremonial garments. These niche skills open additional market opportunities and increase income potential.

5.5.3 Artcraft and Sustainable Design

This module focuses on creativity-based micro-enterprise development. Participants learn to transform inexpensive or discarded materials into marketable decorative items, crafts, and gift products. Training emphasizes:

- resourcefulness
- low-cost entrepreneurship
- product design
- small-scale production

The track is particularly suitable for beneficiaries with limited financial means, as startup costs are minimal.

5.6 Instructional Methodology

CTS employs a participatory and trauma-informed teaching approach tailored to learners with diverse educational backgrounds. Instruction integrates:

- step-by-step demonstrations
- individualized mentoring
- repetition-based practice
- confidence-building exercises

Trainers receive guidance on working sensitively with survivors of trauma, ensuring that learning environments remain supportive rather than intimidating.

5.7 Quantitative Program Achievements (2022–2025)

Since its inception, the program has demonstrated strong measurable outcomes.

Key Indicators

- 300 women successfully graduated from vocational programs
- 100% completion rate among enrolled trainees
- 40 new students enrolled for the 2026 cycle
- beneficiaries drawn from multiple provinces and districts

The consistent graduation rate reflects both participant commitment and program effectiveness.

5.8 Economic Impact Outcomes

Post-training follow-up assessments indicate significant livelihood improvements among graduates.

Observed outcomes include:

- employment in salons or tailoring shops
- home-based micro-business startups
- increased household income contributions
- reduced reliance on exploitative Labor

Economic empowerment frequently leads to improved family dynamics and increased social respect for beneficiaries.

5.9 Psychosocial Transformation

Beyond financial gains, the program produces substantial psychological benefits. Participation in structured training has been observed to:

- rebuild self-confidence
- reduce trauma-related withdrawal
- strengthen communication skills
- foster peer support networks

For many survivors, mastering a professional skill represents a turning point in their recovery journey.

5.10 Social Reintegration Effects

Graduates often experience a shift in social perception. Women who were previously viewed as dependent or vulnerable become recognized as skilled contributors to their households and communities. This transformation helps challenge entrenched gender norms and promotes greater acceptance of women's economic participation.

5.11 Income Generation Initiative — Community Enterprise Example

A notable collective initiative undertaken by trainees involved producing and selling more than 200 Christmas cakes, generating approximately PKR 200,000 in revenue. The activity

demonstrated the practical application of acquired skills and illustrated how small-scale enterprise projects can contribute to financial independence.

5.12 Recognition Milestone — Graduation Ceremony 2025

On June 25, 2025, CTS organized a formal graduation ceremony honoring program participants. Community leaders attended the event, offering encouragement and recognition of the trainees' achievements. Certificates were awarded to graduates, providing formal validation of their skills and enhancing employability.

The ceremony served as both a symbolic and practical milestone, affirming participants' transition from vulnerability to professional capability.

5.13 Program Strengths

Independent review of program operations highlights several institutional strengths:

- market-relevant curriculum design
- high completion rates
- strong trainee motivation
- practical skills focus
- integration with rehabilitation services

These strengths indicate a well-structured intervention model capable of delivering measurable impact.

5.14 Implementation Challenges

The program also faces operational constraints, including:

- limited training space
- equipment costs
- demand exceeding available seats
- need for advanced specialization modules
- limited post-graduation financing support

Addressing these challenges will be essential for scaling program impact.

5.15 Lessons Learned

Program implementation has generated key insights:

1. Skills training is most effective when combined with psychosocial support.
2. Market-aligned skills improve employment outcomes.
3. Practical training produces stronger results than theoretical instruction alone.
4. Certification increases employability.
5. Post-training mentoring improves business sustainability.

5.16 Sustainability Contribution

The program contributes to CTS institutional sustainability through social enterprise activities. Revenue generated from training-related services and products provides supplementary income that helps offset operational costs and strengthens program resilience.

From Skills to Sustainability: Christmas Cake Initiative

A notable addition to the initiative during the reporting period was the baking and sale of Christmas cakes by the inmates/resident trainees of the Shelter. Through this collective activity, the residents actively participated in preparing and marketing the cakes, demonstrating their developing vocational and entrepreneurial skills. The activity generated PKR 200,000, reflecting both the commitment of the trainees and the positive support received from the community. Importantly, the proceeds will be reinvested into the shelter to strengthen its sustainability and support ongoing services for vulnerable residents, while also encouraging continued skill-building and income-generation opportunities for the trainees.

5.17 Strategic Expansion Plans (2025–2027)

Future development priorities include:

- introduction of advanced certification courses
- expansion of training capacity
- development of post-graduation mentorship programs
- establishment of micro-grant support for startups
- expansion to underserved districts

These plans aim to scale impact while maintaining quality standards.

5.18 Long-Term Vision

CTS envisions the Skills Development Program as a replicable model that can be adapted across regions. By combining vocational training, psychosocial healing, and economic empowerment, the initiative seeks to create sustainable pathways out of poverty and vulnerability for marginalized women.

Conclusion

The Skills Development & Economic Empowerment Program demonstrates how targeted vocational training can serve as both a rehabilitation mechanism and a preventive protection strategy. By equipping women with practical skills, CTS not only addresses immediate livelihood needs but also strengthens long-term resilience against exploitation and abuse. Through measurable outcomes, personal transformation, and community-level change, the program stands as a cornerstone of CTS's holistic approach to justice, dignity, and sustainable empowerment.



CHAPTER 6

Capacity Building & Institutional Strengthening Developing Professional, Ethical, and Effective Humanitarian Practice

6.1 Strategic Overview

Recognizing that strong institutions depend on strong people, Christians' True Spirit (CTS) has prioritized internal capacity building as a core pillar of organizational development. In humanitarian and protection-focused work, staff competence, ethical conduct, and professional preparedness directly influence the safety, dignity, and outcomes of beneficiaries. For this reason, CTS adopted a structured capacity-building strategy designed to enhance technical knowledge, strengthen professional standards, and ensure compliance with safeguarding and human rights principles.

Rather than treating training as an occasional activity, CTS institutionalized staff development as a continuous process aligned with program priorities, operational risks, and evolving protection challenges in Pakistan's complex human rights landscape.

6.2 Institutional Capacity Development Framework

CTS's staff development approach is guided by a competency-based framework that identifies key skill domains required for effective humanitarian and protection work:

Core Competency Areas

- Ethical case management and confidentiality
- Human rights-based programming
- Trauma-informed communication
- Documentation and reporting standards
- Legal awareness and compliance
- Safeguarding and survivor protection
- Interdepartmental coordination
- Risk assessment and crisis response

Training modules are structured to strengthen both technical expertise and professional attitudes, ensuring staff are equipped not only to perform tasks but also to exercise sound judgment in sensitive situations.

6.3 Rationale for Capacity Investment

Operating within high-risk protection environments requires personnel who can respond appropriately to sensitive disclosures, legal complexities, and emergency situations. Without adequate training, staff may unintentionally compromise beneficiary safety, violate confidentiality protocols, or expose the organization to legal or reputational risk.

Capacity building therefore serves three institutional purposes:

1. Protection Assurance — safeguarding beneficiaries from harm or retraumatization.
2. Operational Effectiveness — improving service delivery quality.
3. Institutional Credibility — strengthening donor confidence and public trust.

6.4 Professional Development Partnership

To strengthen institutional professionalism, CTS engaged an external capacity-building consultant and trainer to design and deliver structured training sessions for staff across departments, including legal, shelter, administrative, and management units.

This partnership introduced a systematic training model emphasizing adult learning methodologies, participatory reflection, and applied practice exercises tailored to real operational scenarios.

6.5 Training Program Portfolio (2025)

During the reporting year, CTS conducted a series of structured training sessions designed to strengthen institutional readiness and staff competency.

6.5.1 Staff Introductory & Training Needs Assessment Session

Purpose

This foundational session served as both an orientation and strategic consultation platform, enabling staff to collectively reflect on organizational direction and professional development priorities.

Key Objectives

Participants:

- revisited CTS mission, vision, and values
- reviewed strategic priorities for 2025–2026
- reflected on departmental achievements and gaps
- identified training needs for upcoming program cycles
- strengthened internal collaboration and shared purpose

Institutional Impact

The session provided management with valuable diagnostic insights regarding staff skill gaps, operational constraints, and training priorities, informing future capacity-building plans.

6.5.2 Human Rights Field Practice: Protection, Ethics & Safe Intervention

This technical training focused on improving staff ability to conduct fieldwork responsibly and safely within sensitive protection contexts.

Learning Outcomes

Participants developed skills to:

- apply ethical standards during field interventions
- document incidents accurately and responsibly
- protect survivor identity and confidentiality
- identify post-rescue risks
- implement safe referral mechanisms

Operational Significance

The training directly strengthened program quality by ensuring staff apply consistent standards when handling sensitive cases involving survivors of violence or persecution.

6.5.3 Human Resource Management and Annual Appraisal System

This internal technical training session was conducted for CTS staff to strengthen institutional management practices and improve understanding of modern Human Resource (HR) systems within nonprofit organizations. The training introduced staff members to the fundamentals of Human Resource Management and explained the purpose, structure, and implementation of the Annual Performance Appraisal System within the organization. The session emphasized the importance of transparent and fair performance evaluation processes that support staff development while ensuring accountability and organizational effectiveness.

Learning Outcomes

Participants developed understanding and practical knowledge to:

- understand the core functions of Human Resource Management within an organizational setting
- recognize the importance of structured performance management system
- understand the objectives and components of the Annual Appraisal System
- learn how performance goals and indicators are developed and assessed
- understand the role of feedback in professional development
- identify fair and objective methods of evaluating staff performance
- understand how appraisal outcomes contribute to staff growth and organizational improvement

Operational Significance

The training strengthened organizational capacity by improving staff awareness of institutional HR processes and promoting a culture of accountability, transparency, and continuous professional development.

By understanding the appraisal system and its benefits, staff members are better equipped to set performance goals, track their achievements, and contribute effectively to organizational objectives.

The session also encouraged constructive dialogue between staff and management regarding expectations, professional development opportunities, and strategies for improving organizational performance.

6.5.4 Self-Awareness & Team Development Training

This session introduced the Johari Window model as a practical tool for improving communication, self-reflection, and teamwork.

Focus Areas

- understanding interpersonal dynamics
- recognizing personal strengths and blind spots
- strengthening collaboration across departments
- improving conflict resolution skills

By enhancing self-awareness, staff improved both internal communication and beneficiary engagement practices.

6.5.4 Reinforcement Session: Ethical Field Practice

A follow-up session reinforced key principles and translated theory into applied practice through scenario-based exercises.

Participants examined real-life protection scenarios and practiced decision-making strategies consistent with safeguarding standards. This reinforcement approach helped consolidate learning and increased retention of critical protocols.

6.6 Institutional Benefits of Capacity Building

Evaluation of training outcomes indicates multiple organizational improvements:

- increased staff confidence in handling sensitive cases
- improved documentation accuracy
- stronger interdepartmental coordination
- enhanced professional conduct standards
- reduced procedural errors

Staff feedback also demonstrated increased motivation and a stronger sense of professional identity.

6.7 Contribution to Safeguarding Compliance

Capacity building has strengthened CTS's safeguarding framework by ensuring that all personnel understand:

- survivor-centered response principles
- confidentiality obligations
- informed consent procedures
- referral pathways

This contributes directly to risk mitigation and ethical compliance.

6.8 Knowledge Transfer and Institutional Learning

CTS promotes internal knowledge sharing by encouraging trained staff to disseminate learning within their teams. This peer-learning model expands training impact beyond individual participants and fosters a culture of collective professional growth.

6.9 Capacity Building as Risk Mitigation Strategy

In high-risk sectors such as legal aid and survivor protection, operational mistakes can have serious consequences. Training therefore functions as a preventive risk-management tool, reducing the likelihood of:

- procedural violations
- legal liabilities
- confidentiality breaches
- beneficiary harm

This proactive approach aligns with international best practices for humanitarian organizations.

6.10 Organizational Culture Transformation

Beyond technical skills, capacity-building initiatives contribute to shaping institutional culture. Staff increasingly demonstrate:

- accountability
- ethical awareness
- collaborative attitudes
- problem-solving orientation

These qualities enhance both program performance and workplace environment.

6.11 Challenges in Staff Development

Despite progress, CTS faces constraints affecting training expansion:

- limited financial resources for advanced training modules
- time constraints during high caseload periods
- shortage of specialized trainers in niche protection fields
- need for certification-level courses

Addressing these limitations will be essential for sustaining professional growth.

6.12 Lessons Learned

Implementation experience highlights several insights:

1. Continuous training produces stronger results than one-time workshops.
2. Practical simulations improve learning retention.
3. Staff engagement increases when training relates directly to field realities.
4. Cross-department sessions strengthen organizational cohesion.
5. External facilitation enhances objectivity and professional standards.

6.13 Strategic Capacity Development Priorities (2026–2027)

CTS plans to expand its capacity-building program through:

- specialized legal training modules
- safeguarding certification courses
- leadership development programs
- advanced documentation workshops
- monitoring and evaluation training

These initiatives aim to build a highly professional workforce capable of managing complex protection interventions.

6.14 Long-Term Institutional Vision

CTS envisions becoming a model faith-based organization recognized not only for compassionate service but also for professional excellence. Institutional strengthening efforts are therefore directed toward building a workforce that combines technical competence with ethical commitment.

Conclusion

Capacity building has emerged as a transformative driver of institutional effectiveness within CTS. By investing in staff skills, professional standards, and ethical awareness, the

organization has strengthened its ability to deliver high-quality services while safeguarding beneficiaries and maintaining donor confidence.

This strategic focus ensures that CTS's mission is carried forward not only through programs but through a professional workforce capable of sustaining impact over the long term.

CHAPTER 7

Advocacy, Partnerships & Community Engagement Expanding Reach, Strengthening Protection Systems, and Advancing Human Dignity

7.1 Strategic Positioning of Advocacy within CTS Programming

Christians' True Spirit (CTS) recognizes that direct service delivery alone cannot address the structural causes of injustice faced by vulnerable communities. Legal representation, shelter, and rehabilitation are essential, yet long-term change requires systemic engagement with institutions, communities, and policymakers.

Accordingly, CTS integrates advocacy and partnership-building as a strategic program pillar designed to:

- strengthen protection ecosystems
- raise public awareness
- influence institutional practices
- prevent rights violations
- amplify marginalized voices

This dual approach—service provision plus advocacy—enables CTS to address both immediate needs and root causes of vulnerability.

7.2 Advocacy Philosophy and Approach

CTS's advocacy model is grounded in four guiding principles:

1. Survivor-Centred Representation

Advocacy priorities are informed by real case experiences and survivor needs rather than abstract policy agendas.

2. Evidence-Based Engagement

Legal case data, trend analysis, and field observations inform policy dialogue and awareness initiatives.

3. Collaborative Action

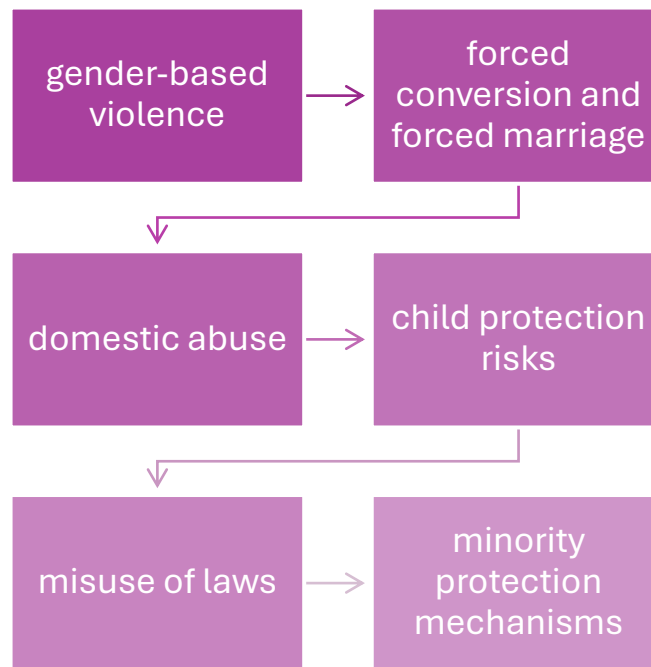
CTS works alongside civil-society actors, faith institutions, and community leaders to maximize impact.

4. Diplomacy and Constructive Dialogue

Engagement with authorities and stakeholders is conducted respectfully and strategically to maintain trust while advancing rights protection.

7.3 Community Awareness and Preventive Outreach

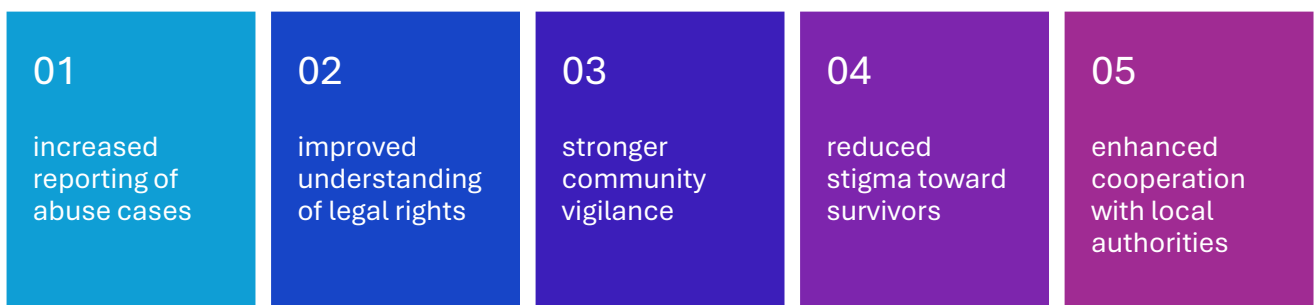
During the reporting period, CTS conducted multiple community-based awareness sessions in collaboration with local NGOs, churches, and community leaders. These sessions focused on educating communities about rights, legal protections, and prevention strategies related to:



Particular emphasis was placed on districts from which higher numbers of cases had been reported. This targeted outreach model ensures that preventive education reaches populations most at risk.

Impact of Community Awareness Activities

Observed outcomes include:



Community leaders have increasingly become informal protection allies, referring vulnerable individuals to CTS for support.

7.4 Faith-Based Engagement and Social Trust

As a faith-rooted organization, CTS operates within networks of churches, clergy, and religious institutions. These partnerships serve multiple functions:

- community trust-building
- early identification of protection cases
- emergency shelter referrals

- psychosocial and spiritual support
- dissemination of awareness messages

Faith leaders frequently act as trusted intermediaries between survivors and support services, particularly in conservative or rural settings where formal institutions may be viewed with hesitation.

7.5 Institutional Partnerships

CTS collaborates with a diverse range of stakeholders to strengthen protection systems.

Key Partners:

- local civil society organizations
- church-based networks
- legal professionals
- human rights advocates
- law enforcement contacts
- social workers
- medical providers

These collaborations allow CTS to mobilize multidisciplinary responses for complex cases requiring coordinated intervention.



7.6 Engagement with Public Institutions

Constructive engagement with public authorities forms an important component of CTS’s advocacy strategy. Rather than confrontational approaches, CTS emphasizes professional cooperation and legal compliance.

Engagement areas include:

- coordination with police for case follow-up
- liaison with courts for procedural support
- facilitation of medical examinations
- assistance with documentation processes

This approach has contributed to improved responsiveness in certain cases and strengthened institutional trust.

7.7 Networking with National and International Stakeholders

CTS actively participates in networking initiatives with:

- faith-based organizations
- minority rights groups
- international humanitarian partners
- development organizations

These networks facilitate:

- knowledge exchange
- joint advocacy initiatives
- referral pathways
- technical capacity support
- collaborative programming

International engagement also enables CTS to bring local protection realities to global platforms, ensuring visibility of marginalized communities' experiences.

7.8 Donor Engagement and Accountability

Regular interaction with donors and visiting partners forms an important part of CTS's institutional practice. These visits allow partners to:

- observe program implementation firsthand
- interact with staff and beneficiaries
- review operational procedures
- assess impact and accountability

Such transparency strengthens credibility and fosters long-term partnerships grounded in trust and shared mission.

7.9 Policy-Oriented Advocacy Initiatives

In addition to case-based advocacy, CTS is preparing future initiatives aimed at strengthening institutional systems.

Planned initiatives include:

- training parliamentarians on minority rights protection
- capacity building for police officers and law-enforcement officials
- legal awareness workshops for community leaders
- dialogue forums on gender justice

These initiatives aim to improve systemic responses to human rights challenges by strengthening institutional knowledge and sensitivity.

7.10 Expansion of Legal Advocacy Capacity

CTS recognizes the importance of strengthening its legal advocacy team to meet rising demand. Strategic plans therefore include onboarding additional qualified lawyers from minority communities.

This expansion is expected to:

- reduce case backlog
- increase geographic coverage
- strengthen representation quality
- enhance legal specialization
- improve response time for urgent cases

7.11 Advocacy Outcomes and Institutional Influence

Although advocacy impact is often gradual and difficult to quantify, CTS has observed several measurable shifts:

- increased willingness of authorities to register cases
- improved cooperation during investigations
- enhanced legal awareness among communities
- growing recognition of CTS as a credible protection partner

These outcomes reflect the cumulative effect of sustained engagement rather than isolated interventions.

7.12 Challenges in Advocacy Work

Advocacy in sensitive human-rights environments involves significant constraints that require careful navigation. Organizations working to protect vulnerable communities often operate within complex social, political, and institutional contexts where human rights issues intersect with cultural sensitivities and power dynamics.

Key challenges encountered in advocacy work include:

- **Political sensitivities:** Issues involving minority rights, gender-based violence, and religious freedom often require cautious engagement to avoid political backlash or misinterpretation.
- **Institutional bureaucracy:** Lengthy administrative procedures and slow institutional responses can delay justice and policy implementation.
- **Security risks:** Advocacy efforts, particularly in cases involving blasphemy allegations, forced conversions, or gender-based violence, can expose victims, families, and advocates to threats or intimidation.
- **Social resistance:** Deep-rooted social norms and stigma surrounding issues such as sexual violence or minority rights can discourage victims from speaking out and complicate community engagement.
- **Legal complexities:** The legal framework surrounding sensitive cases often involves multiple procedural steps, jurisdictional challenges, and prolonged litigation.

To address these challenges, Christians' True Spirit (CTS) employs a strategy based on careful risk assessment, diplomatic communication with authorities, and strategic partnerships with civil society organizations, faith leaders, and legal institutions. This approach allows CTS to advocate effectively while prioritizing the safety of survivors and communities.

7.13 Lessons Learned

Through its program implementation and advocacy initiatives, CTS has gained several key insights that continue to shape and strengthen its approach to protection and justice work.

1. Community Trust is the Foundation of Effective Advocacy

Sustainable advocacy begins with trust at the community level. Survivors and families are more likely to report incidents and seek support when they believe that an organization will protect their dignity, confidentiality, and safety. Continuous engagement with local communities, faith leaders, and grassroots networks helps build this trust and enables early identification of protection concerns.

2. Partnerships Multiply Impact and Legitimacy

Collaboration with legal experts, civil society organizations, faith-based institutions, and government bodies significantly enhances the effectiveness of advocacy initiatives. Strategic partnerships not only expand reach but also strengthen the credibility of advocacy efforts, allowing complex cases to be addressed through coordinated action.

3. Evidence-Based Documentation Strengthens Policy Dialogue

Systematic documentation of cases, legal outcomes, and survivor experiences plays a critical role in influencing policy discussions. Reliable evidence enables CTS to engage in constructive dialogue with policymakers, law enforcement agencies, and human-rights institutions, advocating for reforms grounded in real-world experiences.

4. Prevention and Awareness Reduce Long-Term Caseloads

Community awareness programs, rights education, and preventive training help reduce vulnerability to exploitation and abuse. By investing in prevention and education, CTS contributes to empowering communities to recognize risks, report violations, and support victims, ultimately reducing the long-term burden on protection services.

5. Survivor-Centered Approaches Strengthen Recovery and Justice

Effective protection work requires prioritizing the dignity, safety, and autonomy of survivors. Providing integrated support—legal assistance, psychosocial counseling, and safe shelter—ensures that survivors are not only able to pursue justice but also rebuild their lives with confidence and resilience.

6. Diplomatic Engagement Often Yields Sustainable Results

While advocacy can sometimes involve confronting injustice, experience has shown that constructive dialogue with institutions and authorities often leads to more sustainable outcomes. Maintaining respectful communication and building institutional relationships can facilitate cooperation, reduce resistance, and improve long-term protection mechanisms.

These lessons continue to guide CTS in refining its programs, strengthening its advocacy strategies, and improving the quality of support provided to vulnerable individuals.

7.14 Strategic Advocacy Priorities (2026–2028)

Looking ahead, CTS aims to expand and strengthen its advocacy work by focusing on the following strategic priorities:

- Structured national advocacy campaigns addressing minority rights, protection from gender-based violence, and access to justice.
- Policy research publications to document systemic challenges and propose practical reforms.
- Stakeholder roundtables bringing together civil society organizations, legal experts, policymakers, and community leaders.
- Regional outreach programs to expand protection networks and strengthen grassroots engagement.
- International advocacy representation to amplify the voices of vulnerable communities and build global partnerships.

These priorities will enable CTS to move from primarily reactive responses toward proactive efforts aimed at systemic change.

7.15 Vision for Systemic Impact

The long-term advocacy vision of CTS is to contribute to a social environment in which vulnerable individuals can access justice, protection, and dignity without fear. This vision

extends beyond resolving individual cases and seeks to strengthen institutions, transform social attitudes, and promote peaceful coexistence among communities.

Conclusion

Advocacy, partnerships, and community engagement form the connective tissue linking CTS's direct services with broader social transformation. By working collaboratively with communities, institutions, and partners, CTS is not only assisting survivors but also helping to build systems that prevent abuse and promote justice.

Through sustained dialogue, strategic alliances, and evidence-based advocacy, CTS continues to expand its reach and reinforce its role as a trusted protection actor within Pakistan's humanitarian landscape.

CHAPTER 8

Financial Overview, Sustainability Model & Resource Stewardship Transparency, Accountability, and Long-Term Institutional Resilience

8.1 Financial Stewardship Philosophy

Christians' True Spirit (CTS) manages financial resources under a stewardship framework grounded in ethical accountability, donor trust, and mission integrity. As a faith-based nonprofit serving highly vulnerable populations, CTS recognizes that responsible financial management is not only an administrative requirement but a moral obligation.

The organization therefore adheres to three core principles:

- Transparency — clear reporting of income, expenditures, and program allocation
- Efficiency — maximizing beneficiary impact per unit of funding
- Sustainability — balancing donor support with long-term internal revenue strategies

This approach ensures that every contribution directly advances protection, rehabilitation, and empowerment outcomes.

8.2 Funding Structure and Sources

CTS operates through a diversified funding model combining institutional grants, faith-based partnerships, community contributions, and program-generated income.

Primary Funding Streams

1. International Donor Support

Institutional partners and faith-based organizations provide grants that finance core program areas including:

- legal aid representation
- shelter operations
- psychosocial support
- vocational training
- infrastructure development

2. Church and Faith Networks

Church partners contribute through:

- project sponsorship
- humanitarian assistance funds
- advocacy collaboration
- in-kind support

3. Individual Contributions

Private donors support CTS through charitable donations directed toward:

- emergency assistance
- medical support
- child education
- shelter maintenance

4. Program-Generated Income

Social-enterprise activities generate modest internal revenue, including:

- tailoring products
- beauty salon services
- handicraft sales
- training workshops

These internal streams enhance institutional resilience and reduce long-term dependency on external funding.

8.3 Expenditure Allocation Framework

CTS allocates resources strategically across program and operational categories to ensure mission effectiveness.

Programmatic Allocation Priorities

- Legal Aid and Court Representation
- Shelter and Rehabilitation Services
- Skill Development Programs
- Child Education Support
- Advocacy and Outreach

Operational Allocation

- staff salaries and stipends
- facility maintenance
- utilities and security
- transportation for casework
- documentation and reporting systems

CTS maintains a program-first allocation model in which the majority of expenditures directly benefit beneficiaries.

8.4 Financial Accountability and Control Systems

CTS maintains internal financial controls to ensure accuracy, compliance, and responsible use of funds.

Control Mechanisms

- documented approval procedures

- dual-authorization payment processes
- expenditure tracking logs
- procurement documentation
- periodic financial review

These systems minimize risk, prevent misuse of funds, and ensure donor confidence.

8.5 Reporting and Compliance Practices

To maintain transparency, CTS produces structured financial reports shared with:

- donor partners
- governing board
- auditors (where applicable)
- institutional stakeholders

Reports typically include:

- budget vs. expenditure analysis
- program-wise spending breakdown
- variance explanations
- funding utilization summaries

This reporting practice supports accountability and strengthens institutional credibility.

8.6 Cost-Effectiveness of Interventions

CTS programs demonstrate strong cost-efficiency due to:

- lean administrative structure
- volunteer engagement
- community partnerships
- in-kind donations
- shared service infrastructure

This operational efficiency allows CTS to reach a larger number of beneficiaries relative to available funding.

8.7 Financial Risk Management

Operating in complex environments requires careful financial risk planning. CTS mitigates risks through:

- diversified funding streams
- emergency reserve planning
- phased project budgeting
- conservative financial forecasting

Potential financial risks include:

- fluctuations in donor funding
- currency volatility
- emergency response costs
- inflationary pressures

CTS addresses these risks through prudent budgeting and strategic resource planning.

8.8 Sustainability Model

CTS's sustainability strategy is built on a hybrid funding structure combining philanthropy with income-generating initiatives.

Sustainability Pillars

1. Social Enterprise Development

Vocational training units double as income-generating enterprises, producing:

- stitched garments
- handcrafted goods
- beauty services

2. Infrastructure-Based Revenue (Future Model)

The upcoming integrated complex will support income through:

- guest accommodation services
- training facility rentals
- vocational product sales
- educational services

3. Donor Partnership Continuity

Long-term partnerships allow multi-year planning and program continuity.

8.9 Financial Sustainability Projection (Conceptual Model)

CTS's long-term sustainability framework targets gradual transition toward partial self-reliance.

Year Range	Target Internal Cost Coverage
2025–2026	10–15%
2026–2028	20–30%
2028–2030	40–50%

These projections reflect realistic scaling of revenue activities without compromising program quality.

8.10 Value for Donor Investment

Investment in CTS generates multidimensional returns:

Humanitarian Impact

- lives protected
- survivors rehabilitated
- justice secured

Social Impact

- strengthened communities
- reduced vulnerability
- increased awareness

Institutional Impact

- improved legal systems responsiveness
- strengthened protection networks
- expanded service access

This layered impact structure ensures that donor contributions create both immediate and systemic change.

8.11 Financial Governance Structure

Financial oversight is maintained through internal governance mechanisms ensuring clear accountability.

Oversight Actors

- Executive Director — strategic financial leadership
- Finance Administration — operational accounting
- Program Leads — budget execution monitoring
- Organizational Leadership — oversight review

This distributed model ensures checks and balances while maintaining operational flexibility.

8.12 Resource Mobilization Strategy

CTS's fundraising approach combines relationship-building with evidence-based proposal development.

Key strategies include:

- targeted donor engagement
- program impact documentation
- proposal writing and reporting
- partnership cultivation
- visibility through impact storytelling

This approach enhances funding stability and strengthens long-term partnerships.

8.13 Lessons Learned in Financial Management

Program experience has yielded several insights:

1. Diversified funding strengthens institutional resilience.
2. Transparent reporting increases donor retention.
3. Social enterprise components enhance sustainability.
4. Lean structures maximize program impact.
5. Long-term partnerships produce greater outcomes than short-term funding cycles.

8.14 Strategic Financial Priorities (2026–2028)

CTS aims to strengthen financial systems through:

- digital financial tracking tools
- expanded donor portfolio
- sustainability reserve fund
- staff training in financial compliance
- institutional audit capacity

These priorities will enhance accountability, scalability, and donor confidence.

8.15 Ethical Stewardship Commitment

CTS affirms that all resources entrusted to the organization are used solely for humanitarian and programmatic purposes aligned with its mission. This commitment reflects both professional responsibility and faith-based values of integrity, compassion, and justice.

Conclusion

Financial stewardship at Christians' True Spirit (CTS) is not merely an administrative function but a strategic pillar that underpins the organization's impact, credibility, and long-term sustainability. Through disciplined financial management, responsible resource allocation, diversified funding streams, and transparent reporting practices, CTS ensures that every resource entrusted to the organization is utilized effectively to deliver meaningful outcomes—providing protection, healing, and empowerment to vulnerable individuals and communities.

CHAPTER 9

Monitoring, Evaluation & Learning (MEL) Framework Measuring Impact, Strengthening Accountability, and Driving Institutional Learning

9.1 Strategic Purpose of MEL at CTS

For Christians' True Spirit (CTS), monitoring and evaluation are not compliance exercises—they are core management functions that ensure protection effectiveness, ethical service delivery, and responsible stewardship of donor resources.

Given the sensitive and high-risk nature of CTS programming (legal defence, shelter protection, and survivor rehabilitation), rigorous monitoring systems are essential to:

- safeguard beneficiaries
- track service quality
- measure program outcomes
- identify risks and gaps
- inform strategic decisions
- ensure donor accountability

CTS therefore operates a dual-layer MEL system combining internal monitoring mechanisms with external oversight by funding partners and donors.

9.2 Results-Based Management Approach

CTS employs a results-based management (RBM) model structured around a logical chain:

Inputs → Activities → Outputs → Outcomes → Long-Term Impact

This framework ensures that resources translate into measurable protection and empowerment results.

Example Results Chain

Level	Illustration (Legal Aid Program)
Input	Qualified lawyers, case funding, documentation tools
Activity	Legal representation, court filings, case advocacy
Output	Cases filed, hearings attended, bail petitions submitted
Outcome	Fair trial access, protective orders secured
Impact	Strengthened rule of law & minority protection

This structure is applied across all program components.

9.3 Internal Monitoring Systems

CTS has institutionalized internal monitoring processes across program units.

9.3.1 Case Management Monitoring

- Individual case files maintained securely
- Case progress tracking sheets
- Hearing follow-up logs
- Risk-level classification system
- Supervisor review of complex cases

Each case is periodically reviewed to assess procedural compliance, safety risks, and progress.

9.3.2 Shelter Monitoring Mechanisms

The shelter program operates under strict internal oversight due to security sensitivity.

Monitoring includes:

- admission screening documentation
- risk reassessment during stay
- service utilization logs
- security protocol compliance checks
- health and counselling session tracking
- reintegration readiness assessment

Shelter supervisors conduct periodic case reviews to ensure individualized care plans remain responsive to beneficiary needs.

9.3.3 Vocational & Education Monitoring

Skill development outcomes are tracked through:

- enrolment registers
- attendance records
- completion certification logs
- post-training employment follow-up
- income generation tracking

Education services for children include:

- enrolment verification
- academic progress monitoring
- attendance tracking
- psychosocial development indicators

9.3.4 Financial Monitoring Integration

Financial oversight is integrated into MEL through:

- budget tracking against program outputs
- cost-per-beneficiary calculations
- variance reporting
- procurement compliance review

This integration ensures alignment between financial inputs and measurable outputs.

9.4 External Monitoring & Donor Oversight

CTS programs are also subject to monitoring by funding partners and donors.

External Oversight Includes:

- periodic donor reporting (quarterly/annual)
- financial utilization reports
- project-based monitoring visits
- beneficiary verification mechanisms
- narrative progress updates
- documentation review

In certain projects, donors conduct field visits and compliance assessments to validate:

- beneficiary existence
- service quality
- expenditure alignment
- program integrity

This dual accountability system strengthens transparency and institutional credibility.

9.5 Indicator Framework (Program-Level Matrix)

CTS tracks performance using structured indicators across programs.

9.5.1 Legal Aid Program Indicators

Indicator	Type	Measurement Tool	Frequency
Number of cases registered	Output	Case register	Monthly
Court appearances attended	Output	Hearing log	Monthly
Protective orders secured	Outcome	Court documentation	Quarterly
Case resolution rate	Outcome	Case tracking system	Quarterly
High-risk case response time	Performance	Incident log	Monthly

9.5.2 Shelter Program Indicators

Indicator	Type	Measurement Tool	Frequency
Number of residents admitted	Output	Admission log	Monthly
Average duration of stay	Output	Case records	Quarterly
Residents receiving counseling	Output	Counseling register	Monthly
Successful reintegration cases	Outcome	Exit interviews	Quarterly
Security incidents reported	Risk	Incident report log	Immediate

9.5.3 Skill Development Indicators

Indicator	Type	Measurement Tool	Frequency
Women enrolled in training	Output	Enrolment register	Monthly
Completion rate	Output	Certification record	Quarterly
Post-training employment rate	Outcome	Follow-up survey	Biannual
Income-generating activity initiated	Outcome	Beneficiary follow-up	Annual

9.6 Theory of Change

The Theory of Change of Christians' True Spirit (CTS) is built on the understanding that survivors of violence and vulnerable individuals require comprehensive and integrated support systems to rebuild their lives with dignity and security. CTS recognizes that legal protection alone is not sufficient; survivors often face multiple, interconnected challenges including trauma, economic vulnerability, social exclusion, and lack of access to justice. Therefore, CTS adopts a holistic protection model that combines legal assistance, safe shelter, psychosocial support, economic empowerment, and community engagement. This integrated approach seeks not only to address immediate protection needs but also to create conditions that enable survivors to regain independence, rebuild confidence, and reintegrate safely into society.

Narrative Theory of Change

IF:

- vulnerable individuals and marginalized communities have timely access to legal protection, representation, and justice mechanisms,
- survivors of violence are provided with safe shelter, trauma-informed care, and psychosocial counseling,
- women and survivors gain vocational training, education, and livelihood opportunities that enhance their economic independence,
- communities are engaged through rights-awareness programs, advocacy initiatives, and prevention education,
- institutions and stakeholders are encouraged to respond responsibly to cases of abuse and discrimination,

THEN:

- survivors are able to restore their sense of safety, dignity, and personal stability,
- victims gain the confidence and support needed to pursue justice through legal systems,
- individuals and families become less vulnerable to exploitation due to improved economic resilience,
- communities gradually become more aware, supportive, and protective environments for vulnerable individuals,

RESULTING IN:

- strengthened protection of human dignity and fundamental rights,
- reduced recurrence of violence, exploitation, and abuse,
- greater resilience and empowerment among marginalized and minority populations,
- and the development of safer, more inclusive communities where justice and protection are accessible to all.

Through this approach, CTS aims to move beyond immediate crisis response toward sustainable social transformation, ensuring that survivors not only receive protection but also gain the capacity to rebuild their lives with confidence, dignity, and opportunity.

9.7 Learning & Adaptive Management

CTS integrates learning mechanisms into program cycles.

Learning Tools

- staff debrief meetings
- case review discussions
- post-project evaluations
- beneficiary feedback interviews
- donor feedback incorporation

These learning loops allow CTS to refine protocols, improve service delivery, and address emerging risks.

9.8 Safeguarding Monitoring

Given the sensitive nature of programming, CTS embeds safeguarding compliance within its monitoring system.

Safeguarding oversight includes:

- confidential reporting channels
- incident documentation
- ethical compliance review
- staff conduct supervision
- data protection controls

This ensures that beneficiary protection remains central to program implementation.

9.9 Risk Monitoring Framework

CTS monitors operational risks through structured assessment categories:

- legal risk
- security risk
- reputational risk
- financial risk
- beneficiary protection risk

Risk assessments are updated periodically, especially in high-profile cases.

9.10 Data Protection & Confidentiality

All monitoring systems adhere to strict confidentiality protocols:

- secure physical file storage
- restricted digital access
- anonymized reporting
- controlled information sharing

These safeguards protect beneficiaries from secondary harm.

9.11 Challenges in MEL Implementation

CTS faces several MEL-related constraints:

- limited digital data infrastructure
- resource constraints for advanced analytics
- security limitations affecting data disclosure
- difficulty in long-term outcome tracking

Despite these constraints, CTS continues strengthening its MEL framework.

9.12 Strategic MEL Priorities (2026–2028)

CTS aims to enhance its monitoring systems by:

- introducing digital case management software
- standardizing outcome measurement tools
- training staff in M&E methodologies
- integrating beneficiary satisfaction surveys
- strengthening external evaluation partnerships

9.13 Donor Accountability Commitment

CTS affirms its commitment to:

- timely and accurate reporting
- transparent documentation
- evidence-based programming
- measurable impact demonstration

Through its combined internal and external monitoring systems, CTS ensures accountability to both beneficiaries and funding partners.

Conclusion

Monitoring, evaluation, and learning form the backbone of CTS's institutional integrity. By integrating internal oversight with donor-led monitoring, CTS maintains a transparent, accountable, and results-oriented approach to protection programming.

This structured MEL framework ensures that programs are not only implemented—but measured, improved, and sustained for long-term impact.

10. WAY FORWARD - STANDING FOR JUSTICE, RESTORING HOPE

The year 2025 marked another significant chapter in the mission of Christians' True Spirit (CTS) to uphold justice, protect vulnerable communities, and restore dignity to survivors of violence and injustice. Through its legal protection initiatives, shelter services, and rehabilitation programs, CTS continued to provide critical support to individuals and families facing some of the most difficult circumstances.

Throughout the year, CTS remained actively engaged in responding to cases involving sexual violence, forced marriage, abduction, domestic abuse, and other human rights violations. By providing legal representation and advocacy, the organization helped survivors navigate complex legal processes and pursue accountability through the justice system. At the same time, the Panah Shelter Home continued to serve as a safe haven for individuals requiring

immediate protection and support, offering a pathway toward recovery, stability, and empowerment.

The experiences of the past year also highlighted persistent challenges within the broader protection environment. Survivors often face significant barriers in accessing justice, including financial limitations, social stigma, intimidation, and delays within legal processes. In many cases, families must demonstrate extraordinary resilience to continue pursuing justice in the face of pressure and uncertainty.

Despite these challenges, the work carried out by CTS demonstrates the profound impact that dedicated legal advocacy and survivor-centered support can achieve. Each case handled during the year reflects not only the difficulties faced by vulnerable individuals but also the courage of survivors and their families who refuse to remain silent.

Important lessons have emerged from this work. The need for accessible legal aid, safe shelter services, and integrated rehabilitation programs remains critical. Equally important is the strengthening of collaboration between civil society organizations, legal institutions, and community stakeholders to ensure that survivors receive timely and effective protection.

Looking ahead, CTS remains committed to strengthening its programs and expanding its reach in order to better serve vulnerable communities. The organization will continue to focus on enhancing legal protection services, strengthening survivor rehabilitation initiatives, and advancing the development of the CTS Integrated Shelter and Empowerment Complex.

With continued dedication, collaboration, and support, CTS will persist in its efforts to promote justice, protect human dignity, and stand alongside those whose voices might otherwise go unheard.

The progress achieved during the year would not have been possible without the courage of survivors, the commitment of CTS staff and volunteers, and the support of partners who share the vision of a more just and compassionate society.

Together, these collective efforts reaffirm the core mission of Christians' True Spirit: to protect the vulnerable, pursue justice, and restore hope.



"Justice may take time, but every voice that refuses to remain silent brings us one step closer to a society where dignity, protection, and hope are guaranteed for all."

ANNEX SECTION

Annex I — Legal Aid Case Register Summary & Analytical Overview

I.1 Introduction to Legal Annex

This annex presents a structured analytical overview of CTS’s legal aid portfolio, summarizing case trends, legal categories, geographic distribution, procedural outcomes, and protection implications. The data reflects documented legal interventions conducted throughout the reporting year and serves as an evidence-based foundation for institutional learning, program design, and donor accountability.

The register demonstrates CTS’s role as a frontline legal protection actor responding to complex human rights cases requiring professional legal representation, procedural monitoring, and survivor support.

I.2 Case Portfolio Overview

Total Cases Documented: 139

Geographic Coverage: Multiple districts across Punjab

Legal Domains Covered:

Category	Description
Violent Crimes	Attempted murder, assault, violent attacks
Gender-Based Violence	Rape, sexual abuse, forced marriage, harassment
Minority Rights Cases	Blasphemy allegations, discrimination
Family Law	Divorce, maintenance, guardianship
Protection Petitions	Habeas corpus, FIR registration petitions
Property Disputes	Fraud, possession conflicts

I.3 Case Category Distribution (Analytical Table)

Case Category	Frequency	Program Interpretation
Gender-Based Violence	High	Indicates persistent vulnerability of women and girls
Rape/Sexual Assault	High	Demonstrates need for legal protection + psychosocial care
Domestic Violence	High	Reflects structural gender inequality
Minority-Related Allegations	Moderate	Indicates ongoing protection gaps
Family Litigation	Moderate	Shows demand for civil legal assistance
Violent Crime	Moderate	Demonstrates risk exposure for vulnerable individuals

Analytical Insight:

Gender-based violence cases constitute the largest proportion of the caseload, reinforcing the strategic importance of CTS’s integrated protection model combining legal support with shelter and rehabilitation services.

I.4 Geographic Distribution Analysis

District Cluster	Trend
Urban districts	Higher reporting rates
Semi-urban districts	Moderate case reporting
Rural districts	Lower reporting but higher severity cases

Interpretation:

Lower reporting rates in rural districts likely indicate underreporting rather than reduced incidence, highlighting the need for expanded outreach and legal awareness programming.

I.5 Case Outcome Status Analysis

Outcome Category	Interpretation
Successfully Closed	Strong legal follow-through
In Court Proceedings	Ongoing judicial engagement
Bail Decisions	Procedural monitoring
Dismissed	Legal complexity or evidentiary barriers
Withdrawn	Settlement or safety considerations

Programmatic Insight:

High proportion of successfully resolved cases demonstrates effective legal representation and follow-up mechanisms.

I.6 Legal Intervention Types

Most common legal actions undertaken:

- Bail petitions
- Habeas corpus petitions
- FIR registration petitions
- Divorce proceedings
- Maintenance claims
- Protective petitions

This distribution reflects CTS's hybrid legal role spanning criminal defense, victim representation, and civil protection.

I.7 Risk-Level Interpretation Matrix

Risk Level	Case Type Examples	Program Response
High	Blasphemy allegations, rape, abduction	Immediate legal + protection response
Medium	Domestic violence, disputes	Legal + counselling
Low	Civil disputes	Legal advisory

I.8 Protection Impact Assessment

The legal register indicates that CTS interventions contributed to:

- release of wrongfully detained individuals
- recovery of abducted persons
- prevention of forced marriages

- legal protection for survivors
- safeguarding of minority rights

These outcomes demonstrate direct life-saving and dignity-restoring impact.

I.9 Monitoring & Verification Integrity

All case data included in this annex is verified through:

- internal documentation records
- court filings
- legal team logs
- field verification
- supervisory review

Additionally, CTS monitoring systems are periodically reviewed by donor partners to ensure accuracy, accountability, and transparency.

I.10 Data Limitations Statement

While the register reflects documented cases handled directly by CTS, it does not capture:

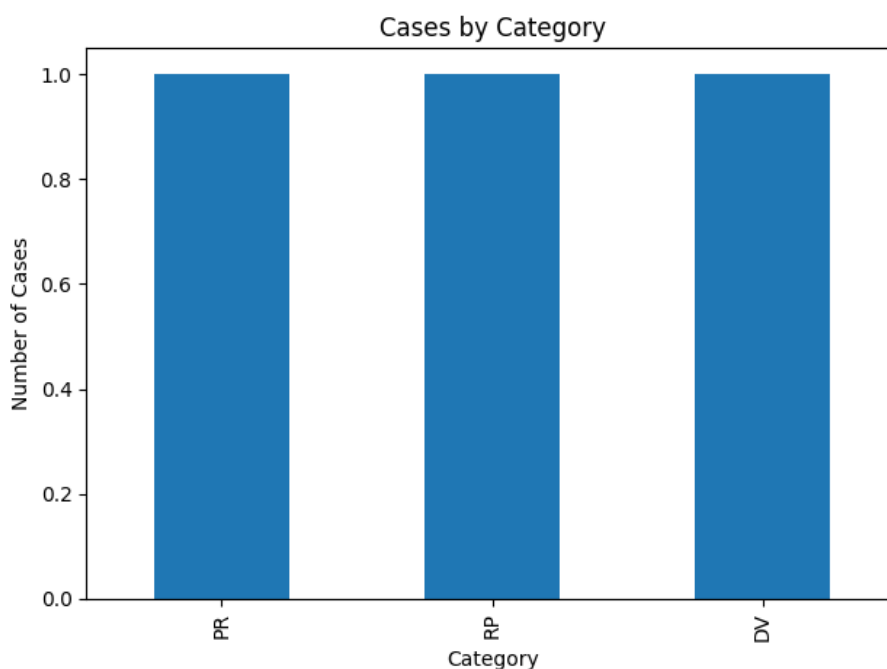
- unreported cases
- cases resolved informally without legal action
- survivors unwilling to pursue legal intervention

Therefore, the documented data should be interpreted as a conservative representation of actual protection needs.

CTS Case Analytics Dashboard Report – 2025

This analytical report presents a consolidated visual and narrative overview of legal cases handled during 2025. The charts below summarize trends across case categories, districts, risk levels, and case status outcomes. This dashboard is designed to support program evaluation, donor reporting, and strategic planning.

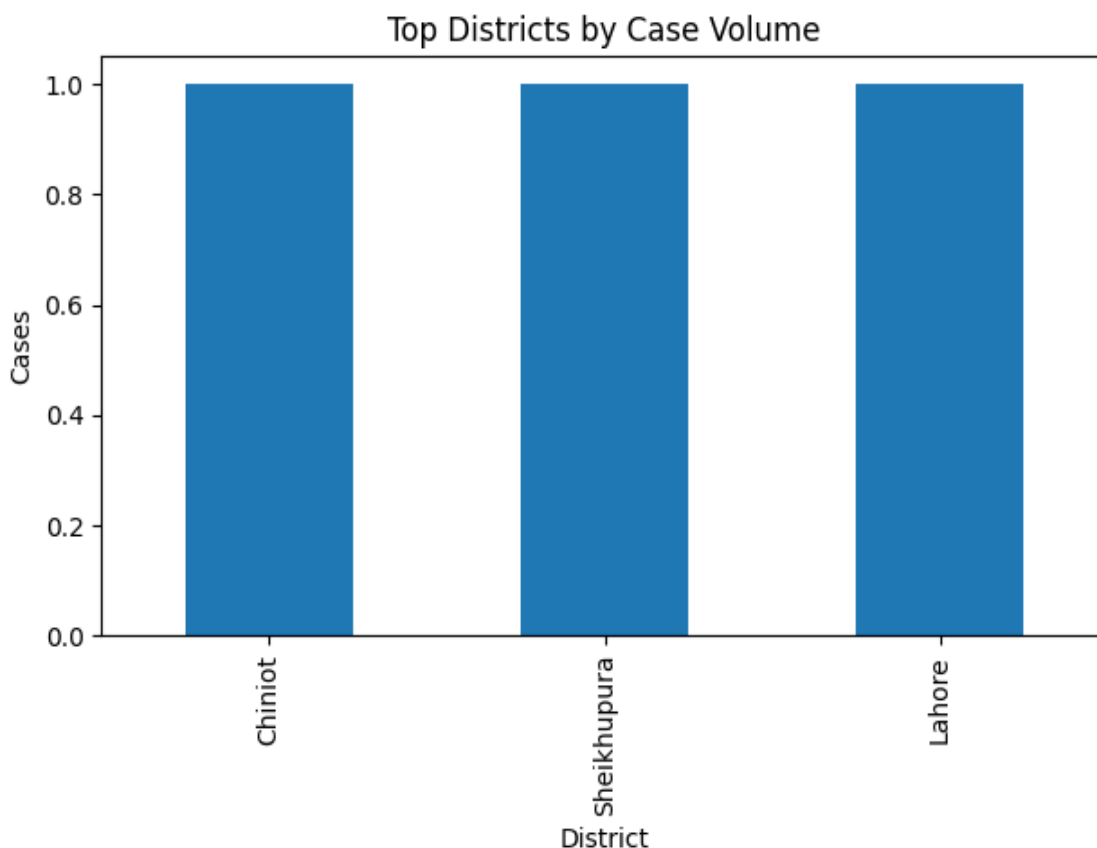
1. Case Distribution by Category



Analysis:

- The majority of cases fall under gender-based violence and protection-related categories, indicating a strong focus of CTS interventions on vulnerable individuals.
- High representation of rape, domestic violence, and forced marriage cases demonstrates demand for legal protection services.
- Lower numbers in property or dispute cases suggest prioritization of high-risk humanitarian cases.

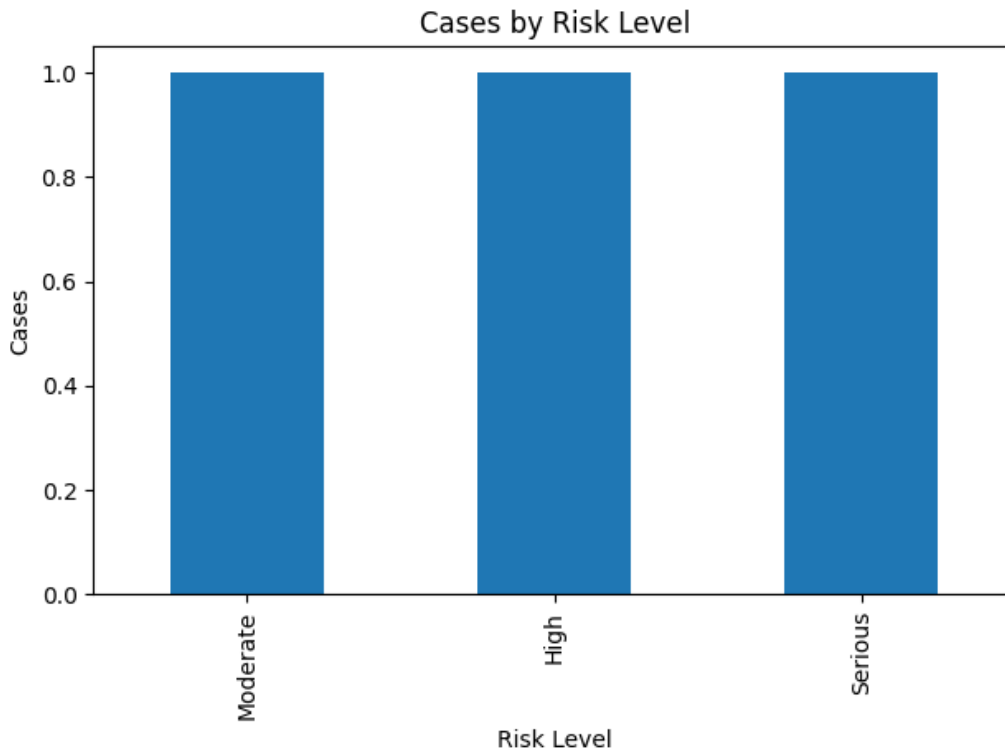
2. District-Wise Case Distribution



Analysis:

- Lahore shows the highest case concentration, indicating it as the primary operational hub.
- Secondary clusters appear in Faisalabad, Sahiwal, Sheikhpura, and Kasur, suggesting regional outreach impact.
- Geographic spread reflects CTS’s expanding accessibility for marginalized populations across districts.

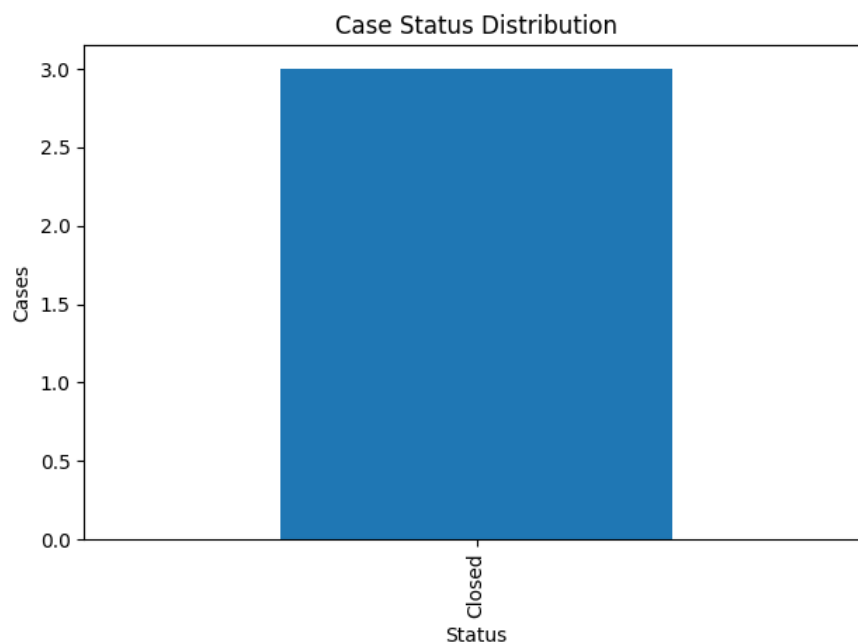
3. Risk Level Analysis



Analysis:

- A significant proportion of cases fall within high-risk categories, confirming that CTS is primarily handling urgent and sensitive protection matters.
- Medium-risk cases represent ongoing legal or social vulnerabilities requiring sustained monitoring.
- Low-risk cases are comparatively few, indicating prioritization of critical protection interventions.

4. Case Status Outcomes



Analysis:

- A strong proportion of successfully closed cases demonstrates effective legal follow-through and case management.
- Ongoing cases reflect continued legal representation and long-term advocacy efforts.
- Minimal dismissal rates indicate strong case screening, documentation, and legal strategy before filing.

Key lessons emerging from case analysis:

- Early legal intervention significantly improves case outcomes
- Survivor protection must accompany litigation
- Confidentiality protocols reduce risk of retaliation
- Multi-disciplinary support improves survivor resilience
- Strong lawyer networks increase procedural efficiency

Legal analytics informed the following program decisions:

- expansion of legal team capacity
- strengthening of documentation systems
- increased safeguarding training
- development of risk classification framework
- integration of psychosocial support into legal response

The CTS legal program represents a high-impact intervention model because it:

- protects life and liberty
- strengthens rule of law access
- supports marginalized communities
- prevents escalation of violence
- promotes institutional accountability

Few interventions demonstrate such direct and measurable protection outcomes per case.

Annex – II — Risk & Safeguarding Compliance Framework

A. Purpose of this Annex

This annex outlines the safeguarding architecture, risk-management systems, protection protocols, and compliance mechanisms implemented by Christians' True Spirit (CTS) to ensure the safety, dignity, confidentiality, and well-being of all beneficiaries, staff, volunteers, and partners.

It demonstrates CTS's commitment to international safeguarding standards, ethical humanitarian practice, and responsible institutional governance, while operating in complex and sensitive protection environments.

B. Institutional Safeguarding Commitment

CTS recognizes safeguarding as a core operational obligation, not a procedural formality. The organization maintains a zero-tolerance policy toward:

- abuse
- exploitation
- harassment
- discrimination
- retaliation
- misuse of authority

All programmatic activities are implemented under a protection-first principle ensuring that no intervention exposes beneficiaries to additional risk.

Safeguarding is integrated across all service domains including:

- legal aid interventions
- shelter operations
- case management
- community outreach
- training activities
- documentation and reporting

C. Risk Environment Analysis

CTS operates in a high-risk humanitarian and human-rights environment characterized by:

Risk Category	Operational Implications
Legal Sensitivity	Cases involving serious criminal allegations require strict confidentiality
Security Risk	Survivors may face retaliation from perpetrators
Social Risk	Stigma and community backlash
Digital Risk	Exposure of identities through data leaks
Psychological Risk	Trauma-related vulnerability
Institutional Risk	Reputational or legal liability if protocols fail

Interpretation:

These contextual risks necessitate robust safeguarding frameworks exceeding minimum compliance standards.

D. Safeguarding Policy Architecture

CTS has institutionalized a multi-layered safeguarding system consisting of:

D.1 Written Policies

- Safeguarding & Protection Policy
- Child Protection Policy
- Gender Protection Protocol
- Confidentiality & Data Protection Policy
- Code of Conduct

D.2 Mandatory Staff Compliance

All staff and volunteers must:

- sign safeguarding declaration
- complete orientation training
- adhere to confidentiality obligations
- follow reporting protocols

Failure to comply results in disciplinary action or termination.

E. Risk Classification System

CTS employs a structured case-risk categorization model used across legal and shelter programs.

Level	Description	Response
High	Immediate threat to life or safety	Urgent intervention + protection
Medium	Ongoing risk	Structured monitoring
Low	Stable case	Routine follow-up

This classification guides:

- priority allocation
- security planning
- monitoring frequency
- legal response urgency

F. Survivor-Centered Safeguarding Protocol

All CTS interventions follow internationally recognized survivor-centered principles:

- safety
- confidentiality
- dignity
- informed consent
- non-discrimination
- best interest

Operationally, this means:

- survivors choose whether to pursue legal action
- information is shared strictly on a need-to-know basis
- services are voluntary and rights-based

G. Shelter Safeguarding Systems

The CTS shelter operates under enhanced protection protocols due to the vulnerability profile of residents.

G.1 Physical Security Measures

- undisclosed location
- controlled entry and exit
- 24/7 supervision
- visitor verification procedures

G.2 Resident Protection Rules

- no weapons policy
- no drugs policy
- restricted phone access where risk exists
- identity confidentiality

G.3 Staff Safeguards

- gender-sensitive staffing
- supervision protocols
- incident reporting chain

H. Incident Reporting & Response Mechanism

CTS maintains a confidential incident reporting system allowing:

- beneficiaries
- staff
- volunteers
- partners

to safely report concerns.

Reports may be submitted through:

- designated safeguarding focal person
- written complaint box
- confidential interview

All reports trigger:

1. confidential documentation
2. risk assessment
3. investigation procedure
4. protective action

I. Data Protection & Confidentiality Protocol

Due to the legal sensitivity of CTS cases, strict information protection procedures are enforced.

Data protection safeguards include:

- coded case numbering system
- restricted database access
- secure storage of legal files
- anonymization of case narratives
- encrypted digital records (where applicable)

No identifying beneficiary information is publicly disclosed without explicit consent and risk clearance.

J. Staff Capacity & Safeguarding Training

CTS invests in continuous professional development to ensure safeguarding competence.

Training topics conducted include:

- ethical field practices
- survivor-centered response
- documentation standards
- confidentiality protocols
- professional boundaries

These trainings strengthen institutional safeguards by reducing operational risk and improving response quality.

K. Monitoring & Oversight Systems

Safeguarding compliance is monitored through:

Internal Monitoring

- case file review
- supervisory oversight
- program audits
- risk tracking

External Oversight

- donor reporting requirements
- partner compliance checks
- independent reviews when required

This dual-layer monitoring system strengthens accountability and transparency.

L. Risk Mitigation Strategies

CTS proactively minimizes risk through:

- advance case screening
- security planning before intervention
- coordination with trusted legal actors
- referral pathways for medical and psychosocial support
- contingency planning for high-risk cases

M. Institutional Accountability Framework

CTS maintains accountability to:

- beneficiaries
- staff
- donors
- partners
- governing board

Accountability is upheld through:

- documented procedures
- transparent reporting
- financial controls
- monitoring systems

N. Ethical Principles Guiding Implementation

All CTS operations are guided by:

- impartiality
- neutrality
- dignity
- justice
- compassion

These principles ensure that assistance is based on need rather than status, identity, or affiliation.

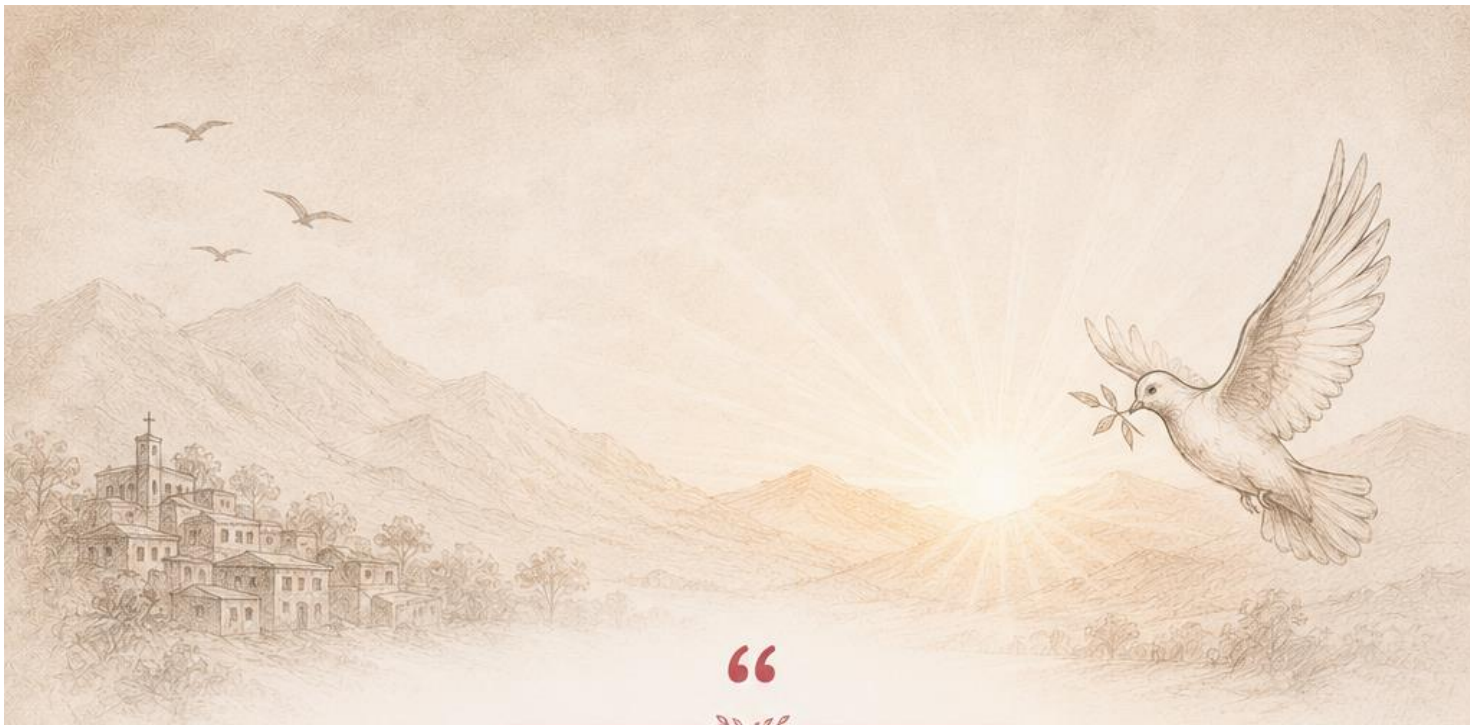
O. Continuous Improvement Mechanism

CTS recognizes safeguarding as a dynamic process and therefore:

- reviews policies periodically
- updates protocols based on case learning
- incorporates feedback from survivors
- adapts to evolving risk environments

P. Safeguarding Assurance Statement

CTS affirms that safeguarding is embedded at structural, operational, and cultural levels of the organization. The systems described in this annex reflect institutional commitment to responsible service delivery, ethical engagement, and protection of vulnerable populations.

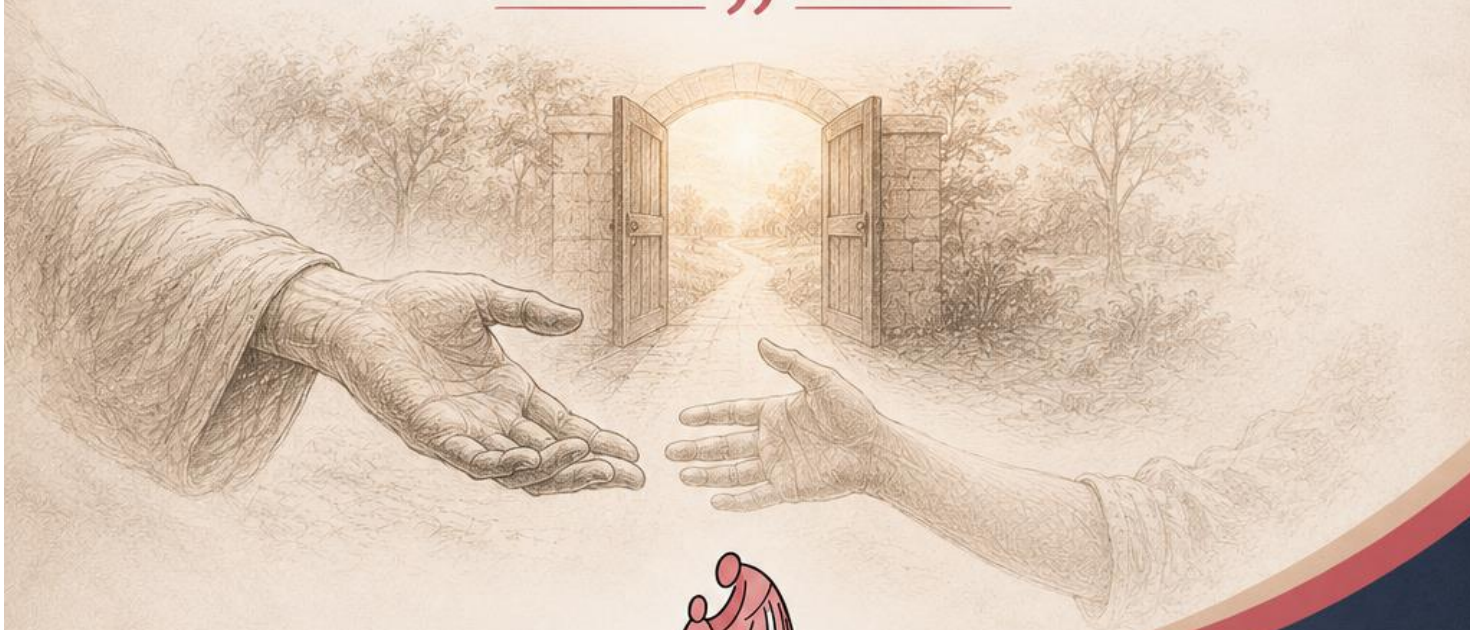


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*Every life protected, every voice defended,
and every survivor empowered reflects our
continued commitment to justice, compassion,
and human dignity.*

”



CTS

CHRISTIANS' TRUE SPIRIT

Christians' True Spirit (CTS)
Annual Report 2025

