



# Civil Society Human and Institutional Development Programme

*A Company set up under Section 42 of the Companies Ordinance, 1984*

## **Annual Report of** Civil Society Human and Institutional Development Programme Pakistan

July 2006 - June 2007

## Who We Are

Civil Society Human and Institutional Development Programme (CHIP) is a leading non-profit organization that works for improving and strengthening the functional capacities of individuals, organizations and institutions. It has its head office in Islamabad, field offices in Sohawa, Swabi and Skardu, and ongoing projects in 20 districts of Pakistan including 3 Agencies of tribal areas. Besides CHIP has extended its service delivery to neighbouring Afghanistan, It is surely a step forward for regional cooperation.

## Our Vision

An Aware and Organised Society Capable of Realising its Own Development.

## Our Mission

Enabling individuals and organisations to make more effective and efficient development efforts through the provision of value-led Human & Institutional Development (HID) services.

## Our Values

CHIP, being a value led organisation promotes its core values of honesty, dedication and commitment. These values are dominantly visible in procedures adopted.

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## Abbreviations

|         |   |
|---------|---|
| ABKT    | Anjuman-e- Bahbood-e- Khawateen Talash  |
| AWAZ    | Ansar Welfare Association Zalamkot  |
| CBO     | Community Based Organization  |
| CCB     | Citizen Community Board   |
| CHIP    | Civil Society HID Programme   |
| CIDA    | Canadian International Development Agency   |
| COs     | Community Organizations   |
| CSOs    | Civil Society Organizations   |
| DCC     | Director Corporate Affairs and Company's Secretary  |
| DEWA    | Development Empowerment Women's Association   |
| DITSWC  | Dehi Ijtimahi Taraqiati Social Workers Council  |
| DP      | Director Programmes   |
| DWAY    | Development and Welfare Agency  |
| EC-UNDP | European Commission- United Nations Development Programme                                 |
| FATA    | Federally Administered Tribal Area  |
| GDP     | Gross Domestic Product  |
| HDO     | Human Development Organization  |
| HID     | Human & Institutional Development   |
| HR      | Human Rights  |
| IRC     | Indus Resource Center   |
| KKT     | Kher Khagara Tanzeem  |
| LG      | Local Government  |
| MCDL    | Manager Capacity Development and Learning   |
| MDF     | Management Development Foundation   |
| MDGs    | Millennium Development Goals  |
| MDO     | Mashal Development Organization   |
| MPDC    | Manager Product Development and Consulting  |
| MPML    | Manager Project Management and Liaison  |
| MRSTAH  | Malakand Rural Support Tehreek for Humanity   |
| NGO     | Non Government Organisation   |
| NRM     | Natural Resource Management   |
| NWFP    | North West Frontier Province  |
| PCDP    | Pakistan Community Development Project  |
| PIEDAR  | Pakistan Institute for Environment Development Action Research                            |
| PRA     | Participatory Rural Appraisal   |
| PSA     | Participatory Situational Analysis  |
| PSOA    | Participatory Situational and Organizational Analysis                                     |
| PVDP    | Pakistan Village Development Organization   |
| PWDS    | Pirbhat Women's Development Society   |
| RDO     | Rural Development Organization  |
| RDP     | Rural Development Project   |
| SBRC    | Samaji Behbood Rabita Council   |
| SCOP    | Swiss Cooperation Office Pakistan   |
| SDC     | Swiss Agency for Development and Cooperation  |
| SERVE   | Sustainable Development, Education, Rural Infrastructure, Veterinary Care and Environment |
| SOPs    | Standard Operating Procedures   |
| TNA     | Training Needs Assessment   |
| ToT     | Training of Trainers  |
| TZKT    | Tanzeem Zalm-e- Kul Teerat  |
| UNICEF  | United Nations Emergency Fund for Children  |
| USAID   | United States Agency for International Development  |
| WASFD   | Women Association Struggle For Development  |
| WWF-P   | World Wide Fund For Nature- Pakistan  |

### **Board of Directors**

|                                 |                 |
|---------------------------------|-----------------|
| <b>Mr. Mohammad Ajmal Malik</b> | <i>Chairman</i> |
| Dr. Muhammad Ramzan             | Director        |
| Mrs Kaisra Jabeen Butt          | Director        |
| Mr Iftikhar Javed               | Director        |
| Mr. Abdur Rahim Basit Khan      | Director        |
| Mr. Tariq Masood Malik          | Director        |
| Ms. Lubna Hashmat               | Director        |

### **Chief Executive**

Ms. Lubna Hashmat

### **Company Secretary**

Mr. Irfan Fareed

### **Auditors**

### **Bankers**

NIB Bank & Standard Chartered  
Bank

### **Registered / Head Office**

Plot 5, Fayyaz Market, Street 9,  
G 8/2/2, Islamabad, Pakistan  
Telephone: ++ 92 51 2280151  
UAN 111-111-920,  
Fax: ++ 92 51 2280081  
E-mail: [info@chip-pk.org](mailto:info@chip-pk.org);  
Web: [www.chip-pk.org](http://www.chip-pk.org)

### **Sohawa Office**

92-0544-711314  
[sohawa@chip-pk.org](mailto:sohawa@chip-pk.org)

### **Swabi Office**

92-938-221467  
[swabi@chip-pk.org](mailto:swabi@chip-pk.org)

### **Skardu Office**

92-5831-54251  
[skardu@chip-pk.org](mailto:skardu@chip-pk.org)



### ***Chairman's Review***

This is our yearly report for the period July 2006-June 2007.

As behoves a professional organization, CHIP spent the initial months of its corporate life focusing on organizational sustainability – both internally and externally. Our efforts towards internal sustainability were centered on creating an organizational culture that is consistent with its mission, vision and values. We have succeeded in creating a team of professionals who are dedicated to the cause of bringing about a meaningful change in the field of human

and institutional development in the country. We have also evolved an organizational structure that is appropriate and conducive to efficient operational policies. We were able to construct our head office in Islamabad and a number of field offices in different districts by utilizing its own revenue.

Our external sustainability needed two important ingredients: a sustained stream of programmes to be implemented on behalf of sponsoring institutions and more importantly having an ability to undertake these programmes with efficiency, transparency and reliability. I am pleased to note that we have succeeded to an admirable extent in creating collaborations with other socially responsible institutions and in assuring the community of our dependability by providing them with efficient and value added services in our areas of specialization.

Due to our historical background, CHIP has a unique partner - a 'parental organization'. SDC has not only encouraged us in this journey of ours, but also provided a constant support and guidance. It gave CHIP a free hand, albeit within the programme parameters to experiment and learn. This learning has made it possible for us to share the lessons and expertise with other donor agencies. Giving the responsibility of financial management for the NGO programme, it helped us to develop our financial management systems and with it, the required discipline. Because of this support from SDC, to day CHIP has five major donor partners.

It is a testimony to our efforts towards achieving internal and external sustainability that today we are able to provide our services in 14 districts in the country, through 270 CBOs and 3 field offices in Sohawa, Swabi and Skardu.

In order to attach appropriate importance to the different services provided by CHIP, we have created two principal departments, namely Project Management & Implementation (PMI) and CHIP Training and Consultancy Services.

During this period, keeping in mind the Human and Institutional Development principle on which the organization was built, six major projects by five international support organizations were initiated and developed under the Project Management and Implementation thrust. The projects were in collaboration with SDC, MC (UK), SSI, Misereor and DLBC.

As can be expected, a number of obstacles were faced and at times progress was slower than our desired rate but on an overall basis, I am happy to report that the projects progressed well within the plans and in certain aspects exceeded the assigned targets.

CHIP Training and Consultancy unit undertook a number of short-term projects for different international NGOs. 18 of these projects were completed and their full final reports submitted to the respective clients. The CHIP Training and Consultancy unit arranged and managed regular trainings all through the period, which were attended by a large number of organizations, nominating over 400 participants.

In terms of financial conduct, CHIP recorded a satisfactory performance and was able to surpass many of its targets for 2006-07 and is well on the way to achieve the targets set for 2007-08. Our total assets for the period under report stood at Rs. 59.14 million. Our

accumulated Fund on 30 June 2007 was Rs. 26 million; however we are pleased to state that the actual performance was superior to the goals set by the management.

CHIP remains deeply committed to its mission ‘Enabling individuals and organisations to make more effective and efficient development efforts through the provision of value-led Human & Institutional Development (HID) services’. While our initial focus has been on civil society organizations only, our experience has shown that we can be of service to the corporate sector of the country as well and thereby contribute to the general well being of the entire society. We are therefore expanding the scope of our services, principally in training and consultancy fields, to beyond NGOs and developmental agencies. While great importance is attached to planning and adherence thereof, we equally recognize the significance of constant review of strategic direction of CHIP in light of changing context.

I take this opportunity to record my gratitude to the support and patronage provided by SDC, selfless efforts of our Board of Directors, untiring work by my staff and full cooperation of our partner organizations – all of whom share credit for the proud performance results of CHIP in the period under review.

**Mohammad Ajmal Malik**  
Chairman

## 1. Performance Highlights

### 1.1 *Financial Highlights*

|   |                                     |                   |
|---|-------------------------------------|-------------------|
| 1 | Revenue for the year 2006-07        | Rs. 80.05 Million |
| 2 | Profit Before Tax                   | Rs. 12.7 Million  |
| 3 | Total assets at the end of the year | Rs. 59.14 Million |

### 1.2 *Organizational Highlights*

|   |   |    |
|---|---|----|
| 1 | Number of employees at the end of the year                | 37 |
| 2 | Number of client organizations served in last three years | 16 |
| 3 | Number of offices   | 4  |
| 4 | Number of districts served in the reporting years         | 14 |

### 1.3 *Operational Highlights*

|   |  |     |
|---|--|-----|
| 1 | Number of programmes launched                        | 6   |
| 2 | Number of programmes under progress at year end      | 6   |
| 3 | Number of trainings held                             |     |
| 4 | Number of CBO partners (etc.)                        | 285 |
| 5 | Number of persons trained                            | 400 |
| 6 | Number of employees sponsored for external trainings | 10  |
| 7 | Number of Consultancy assignments handled            | 14  |



## 2. *CHIP Governance & Organizational Structure*

Governance in corporate bodies has attracted a lot of attention over the recent past, particularly in the developing countries like Pakistan. It is now universally recognized that success of an organization and its contribution to the society depends largely on the quality of its governance. CHIP firmly believes in the importance of good governance practices and has earnestly embarked upon plans and procedures to ensure the highest standards in this regard.

There are generally three ingredients of corporate governance, namely:

- A will to have good governance;
- Presence of a competent team to draw up and implement good governance practices and;
- Development of procedures and systems that are honest, transparent and fair to all stakeholders.

CHIP's well-defined statements on its mission, vision and values provide a compelling evidence of its resolve to good governance. These statements are strictly adhered to and influence all our programmes and actions. They are our guiding principles and the management ensures that no deviation from these principles is permitted.

CHIP is proud to have a competent set of highly qualified and professional managers, at various levels. Starting from its Board of Directors and right down to the lower level managers, CHIP has carefully chosen its team that whole-heartedly subscribes to its mission, vision and values.

Despite our limited resources, CHIP has formalized all its operational procedures. It has developed procedural manuals and systems that govern all aspects of its work place practices. This ensures that element of subjectivity is removed from all levels of activities and replaced with a formal, objective, fair and transparent mode of decision-making. This is however an on going process and CHIP continues to invest in this very important aspect of its operations. Our commitment to formalization of activities has had its own rewards. In addition to achieving internal objectives of good governance, our experience has enabled us to assist our clients in development of procedure manuals and related instruments of good management.

### 2.1 Institutional Set Up

CHIP has been incorporated as a public company limited by guarantee, without share capital, under Section 42 of the Companies Ordinance, 1984, and has been allowed by the Securities and Exchange Commission of Pakistan (SECP) to regulate the licensing and conduct business of non profit nature with special tax exemptions. The organisation is headed by Chief Executive Officer who is supported by Director Training and Consulting, Manager Finance and Manager Projects and Manager Programme and Institutional Development.

### 2.2 Decision Making Process

CHIP board comprises of 7 members, who have been nominated on the basis of their expertise in policy-making, and repute they possess with respect to the services they render in their constituency. The Management Unit of CHIP comprises of two positions i.e. Chief Executive Officer and Director Training and Consulting. The Corporate Services Unit is core of the organization and maintains mechanisms for financial management; administration, internal auditing and business analysis. This unit is headed by Manager Finance and Administration and extend its support for financial decisions.

### 2.3 **Board of Directors**

#### 2.3. *Mohammad Ajmal Malik*

1

Mr Malik is a qualified Photogrammetric Engineer from Delft University, Netherlands and is also a Member of American Society for Photogrammetry and Remote Sensing. With over two decades of social development experience in Pakistan and abroad, he is currently the Chairman of CHIP.

2.3. *Dr. Muhammad Ramzan*

2

Dr Ramzan holds a D. Phil from Oxford University, England, UK. A very experienced and prominent social scientist, he has been a member of Agricultural Prices Commission, Islamabad and has worked, inter alia, as a FAO consultant for writing training manual with Saline water in Asia and Pacific. His contribution to policy making and direction-setting aspects of CHIP's management is invaluable.

2.3. **Mr. Iftikhar Javed**

3

Mr Iftikhar Javed, an experienced and qualified finance professional, is a fellow of the ICMAP since 1985. He has held several senior managerial positions in multinational organizations in Pakistan and abroad for over three decades. CHIP benefits tremendously from his financial skills.

2.3. *Mrs Kaisra Jabeen Butt*

4

An experienced and dedicated academician, Mrs Butt holds an honors degree in English and Geography from Nairobi University and over four decades of educational/administration experience in East Africa and Pakistan. She serves on the executive committees of a number of social welfare organizations in Islamabad. Her prime interest lies in education and CHIP is fortunate to have her intellectual input in this important area.

2.3. *Mr. Abdur Rahim Basit Khan*

5

Mr Khan is a Graduate Civil Engineer with Masters in Environmental Engineering from Imperial College of Science, Technology and Medicine, London. Since April 2005, he is with MOL Pakistan Oil & Gas Co. B.V. and oversees its HSE and Community Development portfolios.

2.3. *Mr. Tariq Masood Malik*

6

Mr Malik started his career in air transportation business, worked with a number of airlines, opened and operated his own travel agency and subsequently moved to other areas. He currently owns and manages a large commercial enterprise with operations in Pakistan, UAE and UK. A social worker and philanthropist, Mr Malik contributes effectively to the Board's deliberations.

2.3. *Ms Lubna Hashmat*

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Ms Hashmat holds an MS degree in Development Administration from Australian National University, Australia and an MA in Anthropology from Quaid-i-Azam University, Islamabad. With over a decade's experience in developmental sector, she

is Chief Executive Officer of CHIP.

### *3. Main Operational Divisions of the Company*

In the context of its Human and Institutional Development approach, CHIP has two main operational divisions. These divisions are capable of providing immediate and long term services.

#### ***3.1 Project Management and Implementation (PMI) Division***

Project Management and Implementation division concerns the actual execution of project management and / or implementation on behalf of donors / clients, in particular those who for reasons choose not to establish their own project management and implementation units locally. This includes one or a combination of services such as:

- Project Management services like: fund management, operational planning, and establishing partnership with civil society organisations, recruitment and management of project personnel and procurement.
- Project Implementation services, i.e. arranging /organizing the actual implementation of all or selected project activities.
- Project Monitoring & Evaluation services, which includes data collection, analysis and reporting on the progress and success of development interventions.

PMI also has a subdivision under name ‘Relief and Social Welfare’. The need for this subdivision emerged in the wake of October 2005 Earthquake when most of the organisation couldn’t respond as instantly as required. So having this realization CHIP developed a strategy to remain proactive in case of any natural disaster and established Relief and Social Welfare Division. This division has adequate human resource capable of formulating strategies for relief goods deliveries, shelter and rehabilitation of the victims.

#### ***3.2 CHIP Training and Consultancy Services (CTC) Division***

CHIP training and consultancy division manages the short term consulting services particularly those which relates to human and institutional development of specific target groups. These include:

- Provision of ‘open-entry’ courses concerning the management of development interventions. Interested individuals can register for courses on topics like: Strategic Planning, Financial Management, Report Writing, Monitoring & Evaluation, Human Resources Management and so on.
- Provision of ‘client-specific’ training services aimed at building the competencies of staff members of ‘client organisations’ on a specific topic related to the management of development efforts. This can be in the shape of time-bound training events, but also in the shape of long term guidance and coaching processes or a combination of both.
- Provision of ‘client-specific’ consultancy services related to the design, planning, monitoring and/or evaluation of development interventions. These services are related to the organizational strengthening of development organization.

**Table 1. An Overview of Partner CSOs and Partnership Status as of June 07**

| #  | Partner CSOs          | Status of Partnership     |
|----|-----------------------|---------------------------|
| 1  | ABKT                  | Partnership is continuing |
| 2  | AWAZ                  | Partnership is continuing |
| 3  | DITSWC                | Partnership is continuing |
| 4  | DWAY                  | Partnership is continuing |
| 5  | KKT                   | Partnership is continuing |
| 6  | MDO                   | Partnership is continuing |
| 7  | MRSTAH                | Partnership is continuing |
| 8  | O D A C ( n o w PCDP) | Partnership is continuing |
| 9  | RDO                   | Partnership is continuing |
| 10 | RDP                   | Partnership is continuing |
| 11 | SERVE                 | Partnership is continuing |
| 12 | TZKT                  | Partnership is continuing |
| 13 | WASFD                 | Partnership is continuing |
| 14 | HDO                   | Partnership is continuing |
| 15 | PWDS                  | Partnership is continuing |
| 16 | Aurat Association     | Phased out                |
| 17 | DEWA                  | Phased out                |
| 18 | IRC                   | Phased out                |
| 19 | PIEDAR                | Phased out                |
| 20 | PVDP                  | Phased out                |
| 21 | Rozan                 | Phased out                |
| 22 | SBRC                  | Phased out                |

*4. Divisional Performance Report of Project Management & Implementation*

Project Management & Implementation Division is implementing six major projects supported by five international agencies in different areas of Pakistan.

**4.1 Human and Institutional Development of Civil Society Organizations**

The defined goal of the project is to empower women & men and civil society organisations to actively participate in processes that affect their livelihood systems. Inclusion and strengthening of civil society organisations in the project is meant to provide an environment of active participation for women and men that they can involve themselves in such activities that bring economic stability in their lives and help them in developing effective livelihood systems.

The project is aimed at strengthening self-help efforts of 23 Civil Society Organizations (CSOs) working for the disadvantaged sections of society. It is designed to facilitate institutionalization of Non Governmental Organization (NGOs) and Community Based Organizations (CBOs) through capacity building, resource development and management programmes. Sectors covered under the project are Natural Resource Management, Non-Formal Education, Micro Enterprise, Mother Child Health and Human Rights. During the

reporting period 21 training/support events were organized for capacity enhancement of CSOs.

So far the project has met with enormous accomplishments; the success is mainly contributed by the unique HID approach adopted by CHIP in carrying out the designed activities. 8 partner organizations have been phased out after they met the maturity criteria; these organizations are now playing vital roles, with professional approach, in the development sector of Pakistan.

#### 4.1.1 Geographical Outreach of the Project

During reporting period HID support was extended to 15 CSOs based in Dir; Haripur; Malakand; Bannu; Swat; FATA; Mardan; D.I.Khan; and Shahdaskot. All partner organizations are located in NWFP except PWDS which is a Sindh based organization. Cumulatively project is being executed in 9 districts of NWFP and 1 district of Sindh Province.

#### 4.1.2 Organisational Development Needs Assessment

Through organizational development needs assessment (ODNA) exercises partner Civil Society Organisations came to know about the requirements for achieving the envisaged organizational targets. Follow up visits were also made to Civil Society Organisations. Organizational progress was assessed against areas identified during ODNA exercises. New action plans were developed for further addressing the areas of improvement and organizational maturity.

#### 4.1.3 Training Needs Analysis

Training needs analysis (TNA) exercises were carried out to assist partner Civil Society Organisations. Civil Society Organisations were assisted to make action plans to fulfil the required needs of the staff. A TNA follow up visit was also conducted to assess implementation of capacity building plan for replication of trainings for internal staff of organisation.

#### 4.1.4 Assessment of Financial Management Systems

Financial management systems of partner organisations were assessed for providing customised support for professionalizing their internal controls.

#### 4.1.5 Formal Trainings

The following trainings were conducted for organisational growth of partner Civil Society Organisations.

- Financial Management
- Gender Mainstreaming
- High Performance Team Building
- Human Resource Management
- Institutional Development And Organisational Development
- Leadership Skills
- Monitoring & Evaluation System Development
- Participatory Reflection And Action
- Participatory Situation And Organisational Analysis
- Planning Skills
- Progress Report Writing

- Proposal And Budget Development
- Value Audit

#### 4.1.6 Value Audit Exercises

Value audit exercises were conducted for partner Civil Society Organisations. These exercises helped staff members of Civil Society Organisations to learn that how projections of their personal values are embedded with their organizational values which can be utilized to enhance efficiency. It also helped to realise how useful it can be in providing healthy working environment.

#### 4.1.7 Standard Operating Procedures

Standard Operating Procedures (SoPs) partner Civil Society Organisations were developed through involving relevant staff members. Now these SoPs are providing guidelines to Civil Society Organisations for personnel policies, internal controls and accounting practices.

#### 4.1.8 Strategic Planning

Partner Civil Society Organisations were facilitated in strategic planning of their organisations. It provided them an opportunity to set their direction for future organisational growth and programme implementation.

#### 4.1.9 Internship Programme

Partner organisations were supported to hire young potential individuals for short assignment. The objective was to provide educated youth to gain practical experience of development. This contributed to the local human resource development in the project areas of partner civil society organisations.

#### 4.1.10 Small Community Initiatives

CHIP facilitated selected CSOs for implementing low cost programmes. One project contributed in improving sanitary hygiene conditions in Gadoon area. The project, still in progress, includes construction of low cost household latrines. The second project focuses on human rights awareness and is geared more towards child rights which highlight importance of education for girls. This project aims at establishing self sustained community based schools in the areas of Malakand providing primary education to children especially girl child.

#### 4.1.11 Exposure Visits for Partner CSOs to Develop Linkages with other CSOs

Partner Civil Society Organisations were provided opportunity for exposure visits to relatively mature organisations. The exposure visits provided opportunity to learn new approaches and techniques successfully adopted by their fellow partner Civil Society Organisations. Exposure visits assisted the partner CSOs for developing networks for mutual cooperation in areas of Human and Institutional Development, Natural Resource Management, Social Mobilization, Non Formal Education, Income Generation, Off season Cropping system, Food Processing Technologies and Fundraising.

#### 4.1.12 Progress and Experience Sharing Meetings with Partner CSOs

Progress and experience sharing meetings were conducted to enhance a culture of mutual critique. Besides sharing of key achievements, problems and organisational development, participants enhanced their presentation skills, improved their understanding of gender mainstreaming and discussed issues such as monitoring and evaluation of Human and Institutional Development Interventions, promotion of volunteerism and organizational sustainability etc.

#### 4.1.13 Civil Society Organizations' Support to their Right Holders

109 training events, 89 HID and 20 technical trainings, were conducted by 15 CSOs to total 1705 rights holders (1023 male and 682 female). 9 CSOs have implemented health, HR, NRM, HID, infrastructure and education related activities. 285 community organizations (COs) were established and being strengthened by existing partner CSOs.



## ***4.2 Social Inclusion of Persons with Blindness, Low Vision & Other Disabilities***

Visual disability in Pakistan set a number of people with blindness in disastrous condition of severe deprivation and isolation. Lack of education, less technical facilities and social exclusion further put them in a state of denial. They are left dependant or helpless consequently they don't find a way out for spending better and prosperous life. Senses like self confidence, courage and optimism soon die under surge of darkness. In this way an asset is turned into waste and glowing hopes fade away on the thorny paths of cultural and social settings.

Persons with blindness are an asset indeed! They live with eyes of the heart and have proved themselves as people with high aptitude for learning even courses up to university level but unfortunately there are only few examples. Majority of them can come up to such level as well if provided necessary trainings, equipments and facilities. There is a need for creating awareness about valued potential the person with blindness posses; it's not matter of developing consciousness among persons with blindness only but the whole society as well. Taking and educating all we can tread on the passages leading towards road to prosperity.

These particular projects are being implemented in two districts, District Swabi in North West Frontier Province of Pakistan and District Skardu of Northern Areas of Pakistan. Both districts were selected after carrying out extensive Participatory Situational Analysis (PSA) exercises in the described areas. Target groups in these areas include children, men and women with blindness. Analyzing the diversity of these groups apt strategies for implementation were developed and activities were designed accordingly.

Inclusion of people with blindness in the development process not only depicts CHIP's struggle to include marginalised and neglected sections of the society rather it speaks more about the unique inclusive Human and Institutional Development approach adopted by CHIP for creating new norms in the development sector of Pakistan. Apart form the project implemented in the above told districts, CHIP is making inclusion of people with disabilities an essential part of its all educational and other development projects. This approach obviously distinguishes CHIP from conventional development organisations and it will also be a source of inspiration for other institutions.

Initiating the process of rehabilitation of people with blindness and other disabilities CHIP carried out assessment of 19 CBOs, 12 from Swabi and 7 from Skardu. 36 master trainers, 20 male and 16 female, were trained for delivering trainings on Orientation and Mobility (O&M) and Activities of Daily Life (ADL). These trainers were also trained for conducting trainings on Self Growth. From our small initiatives like trainings regarding O&M and ADL, participation of persons with blindness in social gatherings/events and provision of necessary aids so far 279 persons with blindness have improved their lives and 19 CBOs have been strengthened. These CBOs have essential capacity and capability to implemented projects on disabilities even if CHIP leaves those areas.

### ***4.2.1 Local Human Resources Developed in Rehabilitation Techniques***

Local women and men were imparted trainings on orientation and mobility, activities of daily life, awareness raising through interactive theatre, posters based quiz competition and story telling. Skills gained through all these trainings helped local women and men in learning community based rehabilitation of people with blindness and low vision. Each CBO has now men and women Master Trainer who are committed to work for people with blindness. It has been a big achievement that so far from 38 trained Master trainers only one woman has been

dropped due to cultural mobility related issues. The rest are working with full enthusiasm. Master trainers have developed close informal relations with people suffering from blindness. People with blindness feels encouraged and appreciated whenever approached by Master trainers for training and follow up activities.

#### 4.2.2 Local Institutions Developed For Implementing Community Based Rehabilitation Activities

Community Based Organisations (CBOs) have developed clear understanding of the concept of social inclusion. The motivation level of CBOs has enhanced to work for people with blindness in villages other than their own. CBOs now wish to enhance the horizon of their work from blindness to disability in their assigned villages. CBOs have realized importance of increasing their organizational maturity. Therefore they intend to conduct systematic planning and documentation of their activities. 12 focal points with audio centres having recreational material both in regional & local language are available for people with visual impairment & other disabilities in 42 villages of District Skardu. The credibility of CBOs/NGOs has enhanced in villages. The relations with the families of people with blindness have developed.

#### 4.2.3 Interactive Theatre for Promoting Social Inclusion

Social inclusion was promoted through conducting interactive theatre in communities of people with blindness. Interactive theatre becomes effective when characters speak local language and portray real life behaviours. With this idea CHIP organised theatre trainings for selected representatives from partner CBOs. The trained theatre performers designed and conducted theatre performances on hidden potential of person with blindness, attitude towards person with blindness, importance of education and rehabilitation of people with disability, importance of eye care etc. These theatrical performances played a pivotal role in awareness raising especially among siblings of people with blindness.

#### 4.2.4 Trainers' Manuals in Urdu for Local Institutions and Trainers

CHIP team involved in the project jointly developed two trainers' manuals on 'Orientation and Mobility' and 'Activities of Daily Life'. These manuals were initially developed in Urdu then translated into English and local languages of the areas where the project is being implemented. These manuals explains about methods and techniques of 'Orientation and Mobility' and 'Activities of Daily Life' with pictorial descriptions. These techniques, if gradually absorbed by people with visual impairment as a way of living, will enable them to become truly independent and they can have safe mobility as well. It is envisaged that these manuals will ensure transfer of knowledge to increase effectiveness of the project at the local level.

#### 4.2.5 Relationship of Project with Local Government, Health Department, and Other Civil Society Institutions

It was after the initiation of capacity building component of project, i.e. trainings in Self Growth, financial and office management etc to CBOs, awareness raising sessions were carried out for local community leaders and general population. And it is noteworthy to mention here that the support which is being offered by community leaders including EDO, Nazims, Naib Nazim and Tehsil Nazim is one of the very big successes of our initiative. Number of representatives from different CBOs illustrated that

*"The involvement of local leaders has given the confidence to the project, and the promise to extend every support on the Independence Day is also very encouraging...."*

the involvement of local leaders has helped them in many activities at local level. The CBOs consider their involvement in the project as their pride, One of the representatives mentioned;

### ***4.3 Local Resource Mobilization, Human & Institutional Development***

The project “Local Resource Mobilization and Human and Institutional Development Programme (HID) in Rural Areas aims to organize communities into Citizen Community Boards (CCBs) and Women Organizations (WOs). The overall emphasis is on developing human resources at the local level in a way that the local communities can work effectively in their respective CCBs. These organized communities are facilitated to mobilize resources from within the communities and local government. Small development interventions are being implemented as an entry point activities for organizing communities and mobilizing local resources.

#### ***4.3.1 Local Institution Development***

So far 28 community organisations (15 Men Organisations and 13 Women Organisations) have been formed and strengthened. 13 Men Organisations have got registered as CCBs under local government system. 14 organizations are having bank accounts and 18 have pattern mechanism for record keeping. 10 organizations have savings more than Rs. 5000/-, 23 organisations are having regular monthly meetings and 6 organisations are mobilizing resources and implementing projects independently. So far 10 organisations have allocated buildings for office premises. Overall assessment of the local organizations being strengthened shows following developments:

#### ***4.3.2 Drinking Water and Sanitation Component***

Through formulating water committees, Men CCBs have rehabilitated 7 wells, dug 1 new well and dug another shallow well. Water committees were trained for regular cleanliness and chlorination of wells. Furthermore Men CCBs established 12 water committees, these committees were trained in pit making for latrine construction, along these committees 24 local masons were trained in latrine construction. So far 484 household latrines have been constructed.

#### ***4.3.3 Child Literacy and Adult Education Component***

Education for children of deprived community was another important aspect of this project, in this regard 6 Community Based Schools (CBSs) were established, 6 Parent Teachers Associations (PTAs) were formulated and 8 teachers were trained in effective teaching methodologies. Currently 195 children (both male and female) are enrolled in these schools. Realizing the importance of adult literacy to increase enrolment of children in CBSs 3 adult literacy centres (ALCs) were set up, 52 learners have passed out from these centres.

#### ***4.3.4 Agriculture and Livestock Component***

CHIP regards agriculture and related activities an important aspect of rural economy. In this aspect CCBs were trained in wheat crop sowing, harvesting and storage. These CCBs sowed the crop in demonstration plots using learned practices, seeing the increased yield other villagers are also keen to use these practices. CCBs were also trained in livestock management, now the trainees and other villagers are using the learned methods i.e vaccination of livestock. CCBs have also rehabilitated a pond for watering their animals.

#### ***4.3.5 Women Empowerment Component***

Empowering women in the rural areas is an essential part of CHIP philosophy; moreover CHIP regards economic emancipation of women as fundamental prerequisite for social

empowerment. But seeing the social environment it is also necessary to keep beginning steps aligned with the local values to avoid any sort of backlash. Same was the thinking behind concept of vocational training centres (VTCs), CHIP facilitated WOs to establish 7 VTCs. 7 teachers of these vocational centres were trained in Management of VTCs. Currently 60 learners are enrolled in these VTCs.

#### 4.3.6 Health Component

The health component of this project was mainly focused on mother-child health care. Seeing the high mortality rate of infants in the area CHIP laid special emphasis on enhancing capacities of Traditional Birth Attendants (TBAs). So far 14 TBAs have been trained in safe delivery practices and they have also been provided with clean birth kits. Furthermore 14 master trainers received trainings on primary health and hygiene.

#### **4.4 Networking and Experience Sharing among Partners**

Under this initiative, CHIP is acting as a Secretariat for promoting mutual sharing of experiences and learning among partner organisations of Misereor, which are working for rehabilitation of earthquake affectees. CHIP is also addressing generic and customized capacity building needs of member organizations.

#### Experience Sharing Meetings

Networking and Experience Sharing Meetings among partner organizations were organized to discuss and assess the status of rehabilitation work for the affectees of earthquake October 8, 2005. The specific objectives of the meeting were to assess needs and demands of affectees of earthquake in project areas of partner organizations, sharing of network's role and responsibilities and identification of capacity building needs of the partner organizations.

#### Training on Disaster Management and Preparedness

Training on Disaster Preparedness and Management was conducted. Participants from 6 partner organizations attended this training workshop. Workshop covered important topics like Existing Structures of Disaster Risk Reduction, Relationship between Hazards, Vulnerability and Capacity, Cycle and Process of Disaster Management, Critical Importance of Early Warning, Community Based Warning System and Important Role of Volunteers in Emergency Response Management. Participants showed keen interest in training and increased their learning.

#### Monthly Update on the Rehabilitation and Reconstruction Efforts

A monthly update reflecting status of rehabilitation and reconstruction of the earthquake affected area is regularly developed and shared with the partners. This update states the status of efforts made for reconstruction of houses, functionality of educational sector, progress in health sector, developments in construction of roads and restoration of livestock, infrastructure and agriculture.

#### **4.5 Relief and Social Welfare Division**

Under Project Management and Implementation CHIP undertakes relief and welfare activities as well at times of natural disasters (e.g. recent earthquake). We also promote publication of literature aimed at women empowerment, social awareness and related subjects and capacity building, coordination and experience sharing on behalf of donor organization.

#### ***4.5.1 Reconstruction / Rehabilitation work***

On Saturday, October 8, 2005 a massive earthquake, measuring 7.6 on the Richter scale hit districts in Azad Kashmir and the Northern parts of NWFP. CHIP undertook an emergency relief programme in the effected areas of AJK and NWFP. Financial and human resources were mobilized by CHIP in order to undertake the task in 2005 followed by a reconstruction and rehabilitation work.

##### ***4.5.1.1 Supported by Misereor (Germany)***

A total of 181 units consisting one room with a kitchen and toilet facility; have been constructed by the communities in 9 villages. Material and technical input was provided by CHIP. Moreover, two water supply schemes for the communities, was also executed for 2 villages of Balakot.

##### ***4.5.1.2 Supported by Muslim Care (U.K.)***

Reconstruction and Rehabilitation work is in progress in Swat, where construction of 85 houses of the affected families has been completed.

#### ***5 Divisional Performance Report of CHIP Training and Consultancy Division***

CHIP believes that philosophy behind Human and Institutional Development becomes bleak, vague and compromising until and unless capacities of individuals and organisations are not properly built. Capacity building is the core of organisational strengthening and provides life blood to institutional growth. Trainings are not only meant to provide skills rather the learning imparted through trainings invoke sense of professionalism and contribute towards maturity of thoughts. So far CHIP has uniquely initiated and conducted trainings on variety of subjects to meet emerging needs of individuals and organisations. The consulting and trainings extended to different clients during last year include:

#### ***5.1 Consulting Services during July 2006-June 2007***

##### ***5.1.1 For EC-UNDP SGP PTF***

Designed and conducted a 'Capacity Development Programme' for 22 partner organizations of EC UNDP SGP PTF in Four Provinces and Azad Kashmir. Under the capacity development programme, a mirroring exercise for assessing competence level of partners was conducted. Based on this assessment four trainings courses (social mobilisation, financial management, report writing and natural resource management) were designed and conducted.

##### ***5.1.2 For EC-UNDP SGP PTF***

Designed and executed Business Planning and Management to 22 partner organizations in promoting NTFP and eco tourism in Four Provinces and Azad Kashmir. Under this programme, an assessment through site visit and joint meeting was conducted. Two customised trainings on business planning and management and packing and

##### ***5.1.3 For Hope Foundation***

Conducted training on 'Strategic Planning' for staff of Hope Foundation in Islamabad.

#### 5.1.4 For Aga Khan Development Network – Afghanistan

- Organized one exposure visits of group of field team from one province of Afghanistan for sharing the concept of Human and Institutional Development and its application at work.
- Conducted Training of Trainers on ‘Conflict Resolution’ core staff of one provincial office in Afghanistan

#### 5.1.5 For Project for Livelihood Improvement (PLI) – D.I.Khan

Developed Standard Operating Procedures for One Partner NGO of PLI for one Civil Society Organisation

#### 5.1.6 For Hospital Project Feasibility of DHA

Conducted ‘Financial Feasibility’ of a Hospital for Defence Housing Authority, Islamabad.

#### 5.1.7 For Indus for All Programme of WWF-P

Prepared Capacity-building Framework for partners and stakeholders of Indus for All Programme of WWF-P.

#### 5.1.8 For Mercy Corps International

Conducted trainings on:

- Social Mobilisation
- Communication and Presentation Skills for staff and partners of Mercy Corps International in Quetta and Larkana

#### 5.1.9 For Better Cotton Initiative, UK Consulting firm

Facilitated Introductory Meetings with key stakeholders of Better Cotton Initiative in Lahore, Multan, Islamabad.

#### 5.1.10 For The Asia Foundation

External monitoring of voter education programme being implemented by 23 NGOs in 4 provinces.

#### 5.1.11 For Training of Trainers

Facilitated training of trainers for staff of HOAP in Islamabad

#### 5.1.12 For University of Balochistan

Customised capacity building programme for faculty members of university of Balochistan, Quetta, Balochistan.

#### 5.1.13 For Aman Pakistan

Training on Office Management and record keeping, Islamabad.

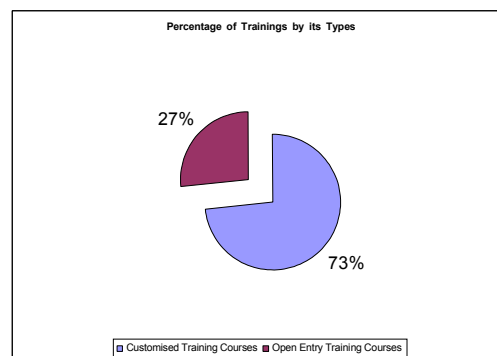
## **5.2 Trainings Conducted During July 2006-June 2007**

### **5.2.1 Personal Development and Facilitation Skills**

These trainings include:

- Office management
- Communication & Presentation Skills
- Leadership Skills
- Progress Report Writing
- Secretarial Skills
- Social Mobilization
- Training of Trainers
- Value Audit

These trainings are important for the role building of the employees in an organization, individuals come up to the understanding of their define role in the organization and consequently they excel and perform the given tasks in an effective way.



### **5.2.2 Management**

The following set of trainings were conducted:

- Planning & Administration
- Office management
- Participatory Human Resource Management

These trainings develop skills and confidence to manage financial resources in an efficient, effective and accountable manner.

### **5.2.3 Organizational / Institutional Development**

These trainings are the most distinct part of CHIP's main organizational set up and considered as so promising that these directly contribute to CHIP's mission statement. The trainings conducted during the reporting period are:

- Institutional Development Organizational Strengthening
- Strategic planning
- Gender Mainstreaming
- Organizational Behaviour

### **5.2.4 Programme & Project Cycle Management**

Trainings under this category were devised to bring clarity about the process from initiation to implementation of the project. The following trainings were conducted under programme and Project Cycle Management:

- Research Proposal Writing & Budget Development
- Planning Skills
- Project Management
- Monitoring & Evaluation of Projects

### **5.2.5 Financial Management**

An effective financial management is considered a sign of credibility

- Basic Financial Management
- Tax & Financial Management of NPOs

### **5.2.6 Topical Trainings**

- Natural Resource Management

- Packing & Packaging
- Educational Psychology
- Business Planning & Management
- Disaster Management & Preparedness

## 6. *Some Real Life Examples from Our Work*

### **6.1 Fruits of HID -How A Women Organisation Became Mature Organisation**

In conservative surroundings of Ziarat, Talaash, Shad Begum is running Anjuman Behbood-e-Khawateen (Association for Women's Welfare), the first ever women organization in the area. Pleasantly Shad Begum is inspired by her father Dr. Noor Muhammad who laid down foundation for Idara-e-Khidmat-e-Khalq (Organisation for the Service of People). As young girl studying in grade 7 she started working with him in her free time. As she grew and noticed miseries of women in her native area, the time passing activity became the resolute struggle of a young lady to emancipate women of her area from the clenches of oppression. The situation was so critical that Shad Begum, daughter of a qualified doctor, herself has to complete four years of college studies at home as she was not allowed to leave her area and live in a hostel in Peshawar.

Shad Begum continued to work with her father till they established a female wing of the IKKT. They felt it was time to establish a women's group that would follow the steps taken by her father's organization in raising awareness amongst men of the area and work with women on similar lines. The group was named Anjuman Behbood-e-Khawateen Talaash (ABKT). The primary focus of ABKT remained on village level activities through volunteers. Shad Begum along with three volunteers started work in a room in the local school. After working for about three years alongside IKKT, the group was registered under the social welfare act of 1861 in June 1994.

ABKT became the first women's non governmental organisation (NGO) in the district of Dir. However, working in an area like Dir on sensitive issues like economic empowerment and political awareness is not all fun and games. In the initial years of ABKT, the team was neither able to present themselves as a women's organisation nor access local women directly. During the initial years, IKKT would first establish links with men of a particular village, build a relationship with them and then get entry permission from them for ABKT to enter the village and work with the women.

CHIP believes in people like Shad Begum and grass root level organization like ABKT. Organizations such as ABKT are the true agents of change that our country and society need, CHIP recognized that and take on the mandate of nurturing such groups. Since the establishment of partnership with ABKT, CHIP has time and again provided technical and financial support to ABKT. CHIP helped ABKT in developing its mechanisms and organisational systems. The practice of periodic self-assessment and assessments of the women's organisations (WOs) is something that ABKT has developed with the guidance of CHIP. The link between CHIP, ABKT and the WOs work in a manner where CHIP builds the capacity of and strengthens ABKT where as ABKT replicates the approach with the WOs.

CHIP played an instrumental role in helping ABKT build its strategies and creating strategic partnerships. ABKT established linkages with CHIP at a point when the Shad Begum and her team of volunteers were felling despondent. CHIP helped ABKT in defining its vision, building strategies, providing technical support, enhancing capacity and developing human



resource. The key to ABKT's success and growth is a culture of constant self-evaluation and self-improvement instilled by CHIP. This is why ABKT is aiming for new heights to empower women and contribute in national development.

## **6.2 *I am a Resolute Youth...Don't Ridicule Me - Dilshad***

Dilshad doesn't have any idea of what exactly her age is, but she thinks it should roughly be somewhere above 18 years. Dilshad is single and lives with her parents. She is native of village Sheikh Jana . She has been suffering from blindness since 15 years. Her father is a farmer and one of her brothers is also a blind.

Dilshad takes part in simple household works. She got herself almost burned one day after which she didn't engage in anything that involved fire. She washes clothes, but she gets complaints from her brother and father that the clothes are not well washed. She is good with dusting though, as well as feeding the animals. She milks the cow as well.

It seemed that Dilshad developed interest in the training for serving her father and brother. Whatever the case might be she proved herself to be a good learner. She is quite efficient in using Sighted Guide Techniques; she is struggling only in drainage line crossing. Much needed Self Protection Techniques proved highly beneficial for Dilshad. Now, with the new practices, she is better able to avoid any mishap as she is confidently following techniques of body protection, searching for lost object, trailing and direction taking. Dilshad is also using White Cane and it is raising her confidence level as she feels herself more independent and more expressive.

Dilshad is not happy with how the people around treat her.

“People laugh at me when they see me with the White Cane...they pass comments like ‘look at that old woman...’ it makes me feel embarrassed... that is why I try not to take the White Cane and take help from my sister...”

Dilshad likes the trainings overall, but she is suspicious about her ability to learn.

“I like the training... I think it should continue further...I need to learn more...I am not a very intelligent girl... I can hardly learn... I don't go to school but I wish I could have ever gone...I haven't even read Quran... my father doesn't let me go to the religious school... he wants me to be at home most of the time.”

### **6.3 A Joint Effort by Women and Men of Village Sarai Rajgan**

Village Sarai Rajgan is one of the villages in UC-Pail Banay Khan of Tehsil Sohawa located at a distance of 23 Km in the North of Sohawa town. The village is comprised of 25 households with a population of nearly 180 people. The majority of the population is affiliated with agriculture.

CHIP conducted a Participatory Situation Analysis (PSA) in February 2006 and prioritized the needs for the villagers. During prioritization of problems the unavailability of road, shortage of drinking water and vocational training center were prioritized as top three problems. CHIP started community Mobilization in this village and organized men and women in the form of CCBs and WOs respectively. The executive members of both the organizations participated in different trainings organized by CHIP at CHIP field office Sohawa and at field level.

WO of Sarai Rajgan identified a local girl, diploma holder in Vocational Training and donated a building of two rooms with boundary wall for the establishment of Vocational Training Centre. Now 14 local girls are learning about Vocational Skills in the centre. Men CCB managed the latrine construction programme.

The village does not have any road leading to the village. Only a 6 ft. wide Katcha (Un-paved) path leads to the village. In rains the village becomes completely inaccessible as water logged on the unpaved path and most of the surface turns into mud and it becomes hard to drive and reach the village. A seasonal *nullah* passes across the path and it is often full with rain water in the rainy season. Accessibility to and from the village is hardly possible during the rains.

During the formulation of yearly objectives Men CCB in their monthly meeting of December 2006 passed a resolution to pave the path by using the bricks to make the mobility possible in the rainy season. A 900 ft. length of the path was identified for brick sole. A cost estimate was prepared and an expense of nearly Rs 52,000/- was estimated. They passed their resolution and forwarded to CHIP. CHIP agreed to support the brick sole project by contributing 80% of total project cost. CCB has yet to mobilize Rs.10, 261 as their own share. Men CCB mobilized Rs.7000 from their CCB saving but they were still short of Rs.3261 to start the project.

The CCB decided and visited the local Govt. Office for financial assistance but of no use as they were not registered as CCB. It was looking that they will not have a paved road in the near future. Three months passed and every one forgot about pavement of path. After realizing the magnitude of the problem WO of the village contacted the Men CCB and decided to share their WO saving of Rs.2640/- for the pavement of road. WO and CCB conducted a joint meeting for the first time and WO handed over their saving to the CCB Chairman saying that “we are not less than men, this is our problem and we have to solve this problem ourselves on self help basis”.

This is the story of a village where men and women don't sit together even in their homes. But this incident is an indicator of social change highlighting women empowerment and their material contribution in the solution of collective problems. The CCB has deposited their contribution in the bank account and brick sole work will be initiated soon.

## **7. Key Learnings and Way Forward**

CHIP has grown from one of the programmes of SDC to an independent organisation. Being an independent organisation CHIP has learnt the following lessons

### **7.1 Key Learnings**

#### ***The Approach***

- Visioning exercise before conducting strategic planning helps staff of the mid level partners to be conceptually clear about organizational vision, mission & fundamentals and to be prepared for a well realized strategic plan.
- Capacity building has proved the most successful strategy to retain human capital.
- The involvement of women as one of major stakeholders provides them opportunity to access resource and participation in decision making.

#### ***The Partnerships***

- Networking and strategic linkages helps organizations to draw their strengths. Networking provided opportunity to learn, to share, to work with others and to create synergies. Networking promoted collaborative efforts, cooperation and helped organizations to avoid duplication of effort. Four partner civil society organisations are working in Dir (L) and all of them have experienced working together to promote HID.
- The partnership among civil society organisations and communities helped in evolution of collective and common vision about role of civil society in development. This is proving instrumental in getting development interventions with a fast pace and with broader acceptability.

#### ***Communication***

- Sharing of progress of CHIP with partners have enhanced learning and interest of partner organizations as well as provided opportunity to think in to new working dimensions.
- To market the products and services, an organization delivers through its programme/project; it must obtain favorable media coverage to enhance its reputation and relationships with stakeholders. Press release, brochures, handbills, annual report, case studies and internet releases work for the promotion and positioning of the organization and its Programme. Promotion and publicity of work can mobilize local philanthropy (in cash and kind) and local volunteerism from within community and from outside. This can further foster development interventions without any support from donor organizations.
- To promote and publicize projects achievements, it is necessary to document the success and lessons learned from the project implementation.

#### ***Harmonization and Alignment***

- Value Audit exercise can be taken as an attempt to understand the attitude and behaviour of personnel. The rapport developed through the exercise may help in establishing long term relationship.
- Strategic planning is necessary to assess resources and abilities of the organization. For non-profit organizations, goal-based planning has been very effective. Such planning starts with focus on the organization's mission (and vision and/or values), goals to work toward the mission, strategies to achieve the goals, and action planning (who will do what and by when). This helps organizations to have clear road map to move ahead within reference to external environment and organizational resources.

- Religious communities and community leaders are necessary allies in challenging social stigmas and discriminatory cultural beliefs and practices which leaves communities diverting from road to development. Energies and resources should therefore be more constructively channeled towards mobilization and education of religious influential, community elders and community itself.
- Considering values, interests, and customs of target community is vital for planning activities and events among the community. While planning events and activities, due consideration should be given to local events, festivals and holidays. Project Managers should plan activities on the seasonal calendar of local events such as harvesting, migration, rainfalls, etc.

## **7.2 Way Forward**

In future CHIP would like to ensure that all development projects must have component on human and institutional development and inclusion. It will advocate that inclusion and human and institutional development should not be treated in isolation from project implementation.

Civil Society Organisations requires regular strengthening for improving its organisational management practices to sustain in the competitive market of development scene. CHIP wishes to facilitate a platform of individuals and organizations related to HID interventions should be established where they can share information, experiences, knowledge and resources (skills).

We also wish to engage with media for advocacy around developmental issues like Human Rights, role of civil society in ensuring quality of services by public sector, gender equality, women participation in development process etc. We would be focusing more on publication of successful examples and case studies.

CHIP would like to promote local values, customary exposition and seasonal engagement of respective communities should be given due consideration for effective and efficient implementation of the project.

*Annex 1. Overall Projects, its Financial Support and District Wise Geographical Outreach*

| <b>#</b> | <b>Name of Donor</b>      | <b>Country of Financial Support</b> | <b>Title of Project</b>   | <b>Districts wise Geographical Outreach</b>   |
|----------|---------------------------|-------------------------------------|---|---|
| 1        | SDC                       | Switzerland                         | Human and Institutional Development of Civil Society Organizations in Partnership with Swiss Agency for Development and Cooperation | Bannu, D.I.Khan, Dadu, Haripur, Islamabad, Khanewal, Khyber Agency, Lower Dir, Malakand, Mansehra, Mardan, Northern Areas, Shahdad Kot, Swabi, Swat |
| 2        | Muslim Care               | United Kingdom                      | Improving Access and quality of education to rural children   | Khanewal, Jehlum, Malakand, Buner, Swabi, Lower Dir   |
| 3        | Misereor                  | Germany                             | Local Resource Mobilization, Human And Institutional Development Programme In Rural Areas Of Tehsil Sohawa, District Jehlum         | Jehlum  |
| 4        | Misereor                  | Germany                             | Secretariat to Facilitate Networking & Experience Sharing Among Partners of Misereor in Pakistan                                    | Bagh, Mansehra, Balakot   |
| 5        | Sightsavers International | United Kingdom                      | Promoting Social Inclusion For Persons with Blindness and Low Vision and other Disabilities in District Swabi                       | Swabi   |
| 6        | Dark and Light Blind Care | Netherlands                         | Community Based Rehabilitation of People with irreversible blindness  | Skardu  |

***Annex 2: Financial Overview***

*See Audit report June 2007*

### *Annex 3: Key Publications*

Project implementation brings fruits of learning as well helps to develop intellectual documents. CHIP believes that documentation in any language bridge the gap between learned and unlearned. During June 2006-July 2007, the following documents were prepared for the wider benefit of development community:

#### ***Training Manuals (Published)***

- Training Manual on ‘Orientation and Mobility’ in Urdu
- Training Manual on ‘Activities of Daily Living’ in Urdu

#### ***Training Manuals (Unpublished)***

- Strategic Planning
- Report Writing
- Financial Management
- Value Audit
- Logical Framework Analysis
- Monitoring and Evaluation

#### ***Guideline Papers***

- How to Implement a Community Based Household Latrine System
- Rural Drinking Water System
- How Organise Women in Rural Areas
- Formation of Mature Citizen Community Boards
- How to Initiate a Community Based School System in Rural Areas
- Human and Institutional Development of CSOs

#### ***Case Studies***

- Stepping into the World of Vision - (*Case Studies of People with Blindness, Swabi (NWFP)*)

#### ***Posters***

- How can you save your sight;
- Social Inclusion of People with Blindness

#### ***Animation Film***

- Children with Blindness have a Potential?