

Annual Report

July 2007-June 2008

Civil Society Human and Institutional Development Programme (CHIP)

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.

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

Our Vision

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.

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

Our Values

Acknowledgements

CHIP deeply acknowledges the efforts of its partner organizations, communities it is working with and the social activists who joined the organization in materializing its development ideas. We are surely indebted with feelings of gratitude for those technical experts who provided their valuable inputs at critical stages and playing a positive role led us to attain the set objectives.

We proudly mention that the work presented here is fruit of joint efforts. Disassociating with those efforts would be doing injustice. We pay our full regards to all those people who lifted the beacon to lighten our ways even if only for a short period of time.

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List of Acronyms

| | |
|-------|---|
| ABKT | Anjuman Behbood-e-Khawateen |
| ADL | Activities of Daily Living |
| ALC | Adult Literacy Centre |
| CBO | Community Based Organization |
| CBS | Community Based School |
| CBR | Community Based Rehabilitation |
| CCB | Citizen Community Board |
| CHIP | Civil Society Human and Institutional Development Programme |
| CSO | Civil Society Organization |
| FAO | Food and Agriculture Organization |
| HID | Human and Institutional Development |
| HSE | Health Safety and Environment |
| ICMAP | Institute of Cost and Management Accountants of Pakistan |
| IEC | Information Education Communication |
| IKKT | Idara-e-Khidmat-e-Khalq |
| MoU | Memorandum of Understanding |
| MT | Master Trainer |
| NGO | Non Government Organization |
| NWFP | North West Frontier Province of Pakistan |
| O & M | Orientation and Mobility |
| PTA | Parent Teacher Association |

| | |
|------|--|
| PVDP | Pakistan Village Development Programme |
| RDP | Rural Development Programme |
| SBRC | Samaji Behbood Raabta Committee |
| TBA | Traditional Birth Attendant |
| UC | Union Council |
| VTC | Vocational Training Centre |
| WO | Women Organization |

General Information

Board of Directors

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

Chief Executive

Ms. Lubna Hashmat

Company Secretary

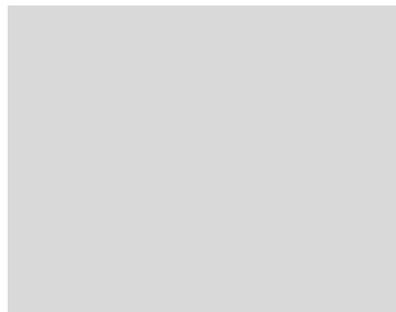
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GET NAME FROM RAFIQ

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Message from the Chairman

The vision of CHIP was formulated with the premise that human beings regardless of their economic, social, cultural and or geographical difference have potential. It is the opportunity which makes their potential realized and helps them to be called innovators, creators and or extra ordinary persons. Hard core skills are when combined with positive human values makes an individual torch bearer for spreading the learning and contributing his/her potential in a positive manner. CHIP as an organisation wishes to work towards helping individuals to realize their potential and work towards developing sustainable institutions making efforts for the national development.

Human and Institutional Development is a strong forte of Civil Society Human and Institutional Development Programme (CHIP). CHIP translates the concept of Human and Institutional Development as an enabling environment that it facilitates in the communities. The aim is to organize available human potential into an organized and aware civil society organisation so as to become part of the development process. The seeds of internalization/attitudinal change are sown in the team /group selected in Human Resource Development. They become the carriers for further germination of the organizational strengthening and institutionalization process.

CHIP believes that development process must promote human resource development, positive values, community organisation and local resource mobilization. In order to ensure continuation of development efforts, it is necessary to build local capacity so as to support development initiatives on self-help basis. Therefore, for organisations working in the development sector, a primary quality consideration must be the efficacy of the development process on a long-term basis. CHIP wishes to become a role model to realize its vision of human and institutional development. The last year's achievements at the programme and organisational level are a snap shot of our progress towards our vision for a developed Pakistan Insha Allah! I take this opportunity to congratulate CHIP team to document their efforts and progress to share with its stakeholders.

From The Desk of CEO

Civil Society Human and Institutional Development Programme (CHIP) began with a composite strategic plan in the year 2007. There were two reasons to reconsider strategic options, first, to gauge the structural units of the organization to make adjustments according to emerging development needs of society, second, to take the organization towards self reliance that CHIP continues playing an effective role in uplifting the marginalized and underprivileged communities.

It is because of dauntless efforts of CHIP staff members that today the organization has developed a new pool of financial and human resources to increase its outreach. CHIP is not restraining the value of self reliance to its own framework only rather being a Human and Institutional Development (HID) organization it feels strong responsibility to inculcate liability of being self reliant in the communities it is working with.

CHIP believes that self reliance is not a goal but the first step to cherish the fruits of development. This first step ultimately leads to the supreme human value of emancipation from want and deprivations. This value certainly gives a new energy to human will to challenge the state of being disadvantaged. This vivid determination of CHIP is well reflected in its planning strategies to elevate standards of human life in local communities.

CHIP believes that loose sense of responsibility is not a disadvantage but ignorance which can easily mutilate even the strongest of the development initiatives. So when we talk about Human and Institutional Development we affiliate with it the sense of commitment and resolution CHIP demonstrates in its all development initiatives to make community members aware of their responsibilities in a way that every citizen act responsibly and everyone relish fruits of development regardless of race, religion, gender and age.

In our experience with local communities we have come to know that there is a chasm in understanding the meanings of development. In this regard CHIP is thankful to local communities who helped the organization to improve its learning and guided us in an unimaginable way. The learning thus acquired is helping us in developing our future strategies and enabled us to make such frameworks where there is a strong role for the local communities. This is obviously first step towards self reliance.

I thank our Board of Directors, entire CHIP team and our partners for their continued support in contributing to our vision for an aware and organised civil society.

Lubna Hashmat
Chief Executive Officer

Performance Highlights

Financial Highlights

1 Revenue for the year 2007-08

| | | |
|---|-------------------------------------|--|
| 2 | Profit Before Tax | |
| 3 | Total assets at the end of the year | |

Organizational Highlights

| | | |
|---|---|----|
| 1 | Number of employees at the end of the year | 42 |
| 2 | Number of client organizations served in last three years | 7 |
| 3 | Number of offices | 4 |
| 4 | Number of districts served in last three years | |

Operational Highlights

| | | |
|---|--|----|
| 1 | Number of programmes launched | 8 |
| 2 | Number of programmes under progress at year end | 8 |
| 4 | Number of CBO partners (etc., etc.) | |
| 5 | Number of persons trained | |
| 6 | Number of employees sponsored for external trainings | 12 |

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.

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 Manager Finance and Manager Projects and two advisors.

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 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.

Board of Directors

1. **Mohammad Ajmal Malik**

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. **Dr. Muhammad Ramzan**

Dr Ramzan holds a D. Phil from Oxford University, 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.

3. Mr. Iftikhar Javed

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.

4. Mrs Kaisra Jabeen Butt

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.

5. Mr. Abdur Rahim Basit Khan

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.

6. Mr. Tariq Masood Malik

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.

Development Programmes

1. Inclusive Development Programme

CHIP is determined to strength Inclusive Development Model in Pakistan. The basic idea behind the programme is to include the most disadvantaged segment of our society in the development process. We came to know that people living with disabilities are one such section which has been downrightly left aside in the development efforts. This raised a critical concern for us and we deemed it our prime responsibility to bring about positive change in the lives of people living with disabilities. There were two options for us, either we could have provided them monetary assistance or offered them such basic skills which would have opened new avenues of life for them to help them taking turn from the paths of dependency. Though most of the communities' representatives yearned for the first option but CHIP posed a big question to them 'Where would it lead people living with disabilities?' The question raised a positive debate which ended up with a new beginning for people living with blindness and other disabilities.

Sustainability remained the supreme value of all main initiatives of CHIP. It is well embedded in our HID philosophy. Developing local resources is crucial and it provides foundation stones for success at grass root level. There are two dimensions of resource development, one is to strengthen local institutions and the other is to enable people that they can realize their problems and can chalk out the strategies to solve those problems. One part deals with availability of local structures while the second has more functional implications. CHIP strengthens the structures on the lines of modern organizational systems and built the capacity of individuals that they can responsibly work within the communities. In the Inclusive Development

Programme CHIP selected District Swabi and District Skardu to strengthen Community Based Organizations (CBOs) that they can get an insight of problems related to rehabilitation of people with blindness and low vision and can form strategies to rehabilitate people living with blindness and low vision.

At institutional strengthening stage 19 CBOs covering 93 villages from District Swabi and District Skardu went through a series of capacity building trainings. These trainings enhanced the capacity of CBOs in rehabilitation techniques. As a result CHIP was able to raise awareness among general masses regarding issues faced by people living with blindness, low vision and other disabilities. Interactive theatre performances played a key role in this regard and it proved a vital tool in breaking mindsets regarding people living with disabilities. Socialization events organized by CHIP-CBOs provided a platform where people living with disabilities interacted with general community members and discussed about problems they are facing, this generated a sense of realization among the common people to include people living with disabilities in the mainstream society.

“Earlier whenever I seldom went out for something often I fell down and got hurt, such incidents strengthened belief of my parents that I shouldn’t go out but now as I know the proper way to do things, I feel safe. My parents are happy and confident about me”

Ilyas, 18 years old boy with blindness

1.1 Courses on Orientation and Mobility

CHIP, after consulting a number of national and international institutes, developed a comprehensive course on Orientation and Mobility. Special attention was given to include such features in the course which are practical in local context and fulfil needs of persons living with blindness and low vision. Strengthening the local CBOs, 2 designated master trainers (a male and a female) from each of CBOs were trained in formulated techniques of Orientation and Mobility. Each master trainer conducted a series of sessions with identified persons with blindness and low vision. These courses facilitated persons with blindness and low vision to improve their inside house and outside house mobility that they may decrease their dependency on family members/peers. Safety from any harmful injuries to persons with blindness and low vision during mobility is a salient feature of this course. As a result of these courses a number of persons with blindness and low vision are living an improved and protected life.

1.2 Courses on Activities of Daily Living

This course enable persons with blindness and low vision to perform daily life activities by themselves so that they can manage independent living and are not felt as burden by other family members. Activities of Daily Living (ADL) include taking bath, changing into clothes, brushing, taking meals, combing and recognizing similar pieces of a pair of clothes etc. Persons with blindness and low vision learned ADL through visits made to them by master trainers. Moreover CHIP provided an ADL kit to 320 persons with blindness to facilitate them in adopting learned health hygiene behaviours.

“I get up very early, very early...then I drink tea... and then I roam around inside the house...Nazuka (Master Trainer) has taught me how to open and close the White Cane and I do that many times during the day...and then I walk with it...it is very good... it helps...I can walk.... That is why I love Nazuka...”

Farahnaaz, 15 years old girl with blindness

1.3 Awareness Raising Campaigns

Taking a deep insight of attitudes of local communities, CHIP realized that community members have certain apprehensions with idea of community based rehabilitation (CBR) and social inclusion of persons with disabilities. It was due to such mindsets that persons with disabilities are mere a burden on society and can not join swing of life. In the beginning even the immediate family members of persons with blindness and low vision rejected the idea. Having such environment around them, persons with blindness and low vision were facing difficulties in all aspects of life, some of them were teased, kept out of social events, kept confined to homes and were not encouraged to attend school. So CHIP deemed it necessary to create a friendly social environment for persons with blindness and low vision. That resulted in awareness raising campaigns. Different locally accepted mediums were used in the campaigns which include theatre shows, quiz competitions, radio shows, newspaper articles and celebration of world days concerning issues of blindness and low vision. Due to awareness raising on the issues of eye health 120 eye patients referred to district hospital got free eye treatment and surgeries.

“CHIP has developed in me understanding about the problems of persons with blindness and low vision and equipped me with necessary skills to facilitate them to overcome their problems. Furthermore, CHIP developed my personal capacity which is greatly helping me in career development but I am sure for one thing that wherever I go and whatever heights I achieve, I will remain committed for the cause of people with blindness and low vision.”

1.4 On Job Assistance to Community Based Organizations

CHIP also provided on job assistance to a number of members of CBOs that they can rehabilitate the people living with disabilities in ways which enable them to manage their lives in a better way. Technical input was given in organizing the courses of Orientation and Mobility (O&M) and Activities of Daily Living (ADL). It's worth mentioning that output of the work done is great and many of people living with blindness and low vision are living an improved and healthy social life.

2. Local Resource Mobilization Programme

The HID philosophy of CHIP include not only the strengthening of the local institutions rather it firmly believe that there is need to institutionalize development efforts in those very areas where community level institutions don't exist at all. This is possible when the community members are grouped together into structures, in a way, that they are accountable to each other. These structures, if take form of Community Citizen Boards (CCBs), have an advantage of being a legal entity which can get engaged with/become part of local governments, consequently these entities establish connections with line departments to fulfil development needs of their respective areas. This is also a vital part of the approach adopted for this programme; the overall approach is based on the following three principles:

- Development of local people and institutions;
- Local resource mobilization;
- Strengthening local government system;

2.1 Institutionalization of Development Process

CHIP facilitated a large number of people to get organized into 20 CCBs and 20 WOs (Women Organizations) that they can initiate different development projects in their vicinities by their own. In our local resource mobilization programme local

communities, organized into CCBs and WOs, have taken several steps to work for the development of their areas. These CCBs and WOs have gone through an extensive organizational development process and are earnestly engaged in mobilizing local resources.

The programme initiated by CHIP proved vital for strengthening local government system in District Jhelum. It successfully increased the participation of communities in decision making at local level. Attaining maturity, after going through technical trainings, the CCBs have formed different action groups within its structures. These action groups work for common interest of communities. Action Groups include Farmers' Groups, Women Groups, Health Groups, Education Activists, Water and Sanitation Committees and Livestock Management Committees.

CCBs and WOs have adopted a methodical mode of working; they have established their own offices and have regulated their accounts' system on professional lines. These CCBs and WOs have increased scope of their work to an extent that, being part of local government system, they are actively involved even in infrastructure building of local communities.

2.2 Vocational Training Centres/Micro credit Programme

Currently CCBs and WOs are running 00 Vocation Training Centres (VTCs), a nine month course is offered in each VTC. However, considering extensive engagement of community women with household chores there are plans to start three months' duration short courses. These VTCs have inbuilt components of sustainability, the components include selling of products made at VTCs and little contributions in terms of fees from trainees enrolled with VTCs. The functional VTCs are not only self reliant but have small pools of financial resources. Benefiting from this programme CCBs and VTCs have taken initiatives to offer financial services at a smaller scale and have developed a micro credit programme at community level.

2.3 Water and Sanitation Programme:

The main focus of this programme is to promote safe health practices among the community members. CHIP found that Tehsil Sohawa, District Jhelum has a history of water borne diseases and unsafe health practices, this has resulted in fatalities of newborns and young ones. It also has adversely affected mother child health. Seeing the severity of the problem CHIP encouraged local communities to launch a two-facet water and sanitation programme. The programme vehemently asserts on access to clean drinking water and availability of basic level sanitation services. The cost analysis, conducted by CHIP and its partner CCBs, played a pivotal role in determining social dynamics and financial implication of this programme. This developed a deep insight which moulded the thinking towards using indigenous technologies and mobilizing local resources.

After studying the local patterns it was found that communities fetch water from local wells where water is contaminated, and their second health hazardous practice was to go for open defecation. In the light of these observations, CHIP along with its partner CCBs initiated well rehabilitation and purification programme and latrine construction programme. All communities of the targeted areas were included in this programme. The success of this programme can be determined from the fact that the local communities took their own initiative in this regard and by their own efforts they manage to involved local government for deriving funds. CHIP believes that accomplishments under this programme are not limited to availability of a safe

infrastructure but the most cherished thing is enrichment of community knowledge to promote safe health practices.

The use of indigenous technologies and material proved a key factor for sustainability and smooth function of this project e.g. local mason were trained in techniques of construction of low cost latrines, local resources such as stones and mud were used for construction of latrine, for water purification locally available chlorine was used. So far 1000 latrines have been constructed and 21 wells have been rehabilitated. Local communities have show remarkable interest and ownership for both these initiatives to the extent that communities from nearby vicinities are contacting them for replication of promulgated methods in their own areas.

2.4 Primary Health Care and Health Hygiene Programme:

This programme was initially focused on mother child health care but as the scope of the project increased and need was felt to work on health hygiene then an expansion strategy was chalked out. Seeing the health hygiene in critical conditions CHIP envisaged a comprehensive strategy which visualized a component of health hygiene in each development effort.

Concerning mother child health care CHIP trained 20 Traditional Birth Attendants (TBAs) as Master Trainers (MTs), these MTs assumed their responsibilities as social organizers other than their day to day engagements in providing primary level health services. Regarding mother child health care, they are provided with clean

at Nazar Hussain, a community member in village Dhowk Mirbaz and spouse of a TBA, said, *“As a result of the training, my wife has started alarming us for washing hands properly before touching utensils and food items. We have to show her our washed hands to get our meals”*.

birth kits to handle delivery cases in safe manners. Being with their new role as social organizers they are raising awareness among general women and girls in the community regarding mother child health care and the same time they are vigorously promoting health hygiene practices through community talks, health hygiene sessions and group

discussions. These MTs are also strengthening the locally formed CCBs and WOs as they are part of these institutional setups.

Apart from these recognized and trained MTs, teachers of CBSs, ALCs, VTCs and other members of CCBs and WOs have gone through health hygiene training. These proponents of health hygiene have separately engaged their target populations to raise awareness about good practices. Their efforts are triggered towards behavioural change and they are optimistically looking forward.

2.5 Agriculture Farm and Livestock Management Programme:

Life of the people living in Tehsil Sohawa, District Jhelum revolves around agrarian economy so it is obvious that land cultivation and rearing livestock means life to them. But unfortunately due to unawareness the practices adopted by the local farmers restrain them in taking full benefit of their lands and livestock. Moreover uncontrolled use of chemical-ridden fertilizers by the local farmers have damaged their land fertility and even creating environmental hazards. On the other hands community members are not fully aware of animal disease and as a result they suffer from heavy losses.

CHIP along with its partner CCBs and WOs have organized farmers into groups; these groups using the platform of CCBs raise their concerned issues, generate discussions and share information. Furthermore CHIP plays a facilitator's role to linkup CCBs and farmers' groups with agriculture and veterinary departments. CHIP has facilitated in organizing 20 farm and livestock management trainings and has facilitated CCBs to launch 20 livestock vaccination campaigns, CHIP also facilitated CCBs in maintaining record of vaccinated livestock. As mentioned earlier chemical-ridden fertilizers are depleting land fertility of the cultivation areas so CHIP is strongly advocating use of animal manure as the alternate. It is not only beneficial in terms of yield but also locally available. In this context CHIP cultivated 3 demonstration plots which yielded bumper crops and have encouraged farmers to use animal manure.

After understanding the themes of livestock management CCBs have developed certain mechanism for managing livestock productivity. Firstly they have formed a trained pool of community volunteers, among them are trained persons who either act as vaccinator or facilitate veterinary department's vaccinators. CCBs, jointly with local government, are also working on rehabilitation of animal ponds. Interestingly women showed keen interest in livestock management trainings and actively participated in them.

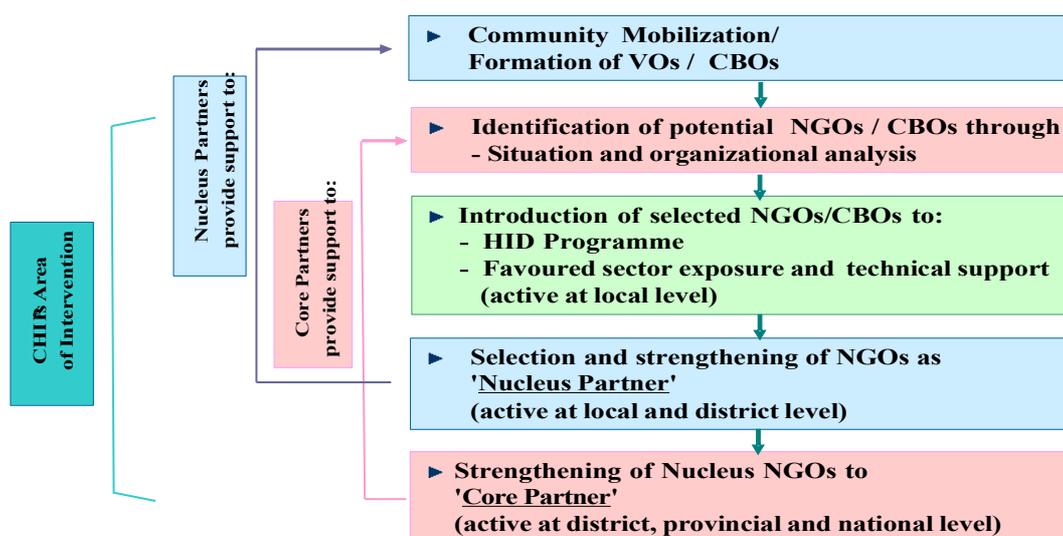
Lal Hussain, a local farmer, belongs to the village Bhit Sher Ali of Union Council (UC) Sohawa. He has taken up land cultivation and livestock rearing as primary means for livelihood. Though he was a hard working farmer but still had to suffer losses in terms of livestock productivity. He told 'I couldn't figure it out until I attended some sessions on Livestock Management. These sessions made me realized about shortcomings in my previous practices.' Being aware of importance of livestock vaccination, Lal Hussain got his buffaloes vaccinated on time and got rid of pleading veterinary doctor every now and then. Livestock was vaccinated against Haemorrhagic Septiemia (*Gul Ghoto*), Black quarter (*Choray Mar*), Foot and Mouth Diseases (*Mun Khur*). Earlier prone of these diseases owed a large number of livestock to death in his village.

Regarding timely vaccination, and post training learning, Lal Husain stated "we knew about viral diseases and their vaccination even before participating in the training. But what is the right time for a vaccination shot and for what disease was the missing link. Now we have made schedules for livestock vaccination and we, as a community, efficiently coordinate with vaccinator from livestock department and to ensure livestock vaccination. This practice has immensely increased livestock productivity and has brought financial stability at household level.

3. Civil Society Organizations' Empowerment Programme

CHIP initiated this programme with a set objective 'to empower women & men and civil society organizations to actively participate in processes that affect their livelihood system'. The project is aimed to establish a self-reliant resource centre providing value led "HID" services to Civil Society Organizations (CSOs) supporting their right-holders. The multi-pronged approach of the project is directed towards strengthening of civil society to enable them to perform effectively at grass

Model for Human and Institutional Development of CSOs



At the commencement of this project, Human and Institutional Development support was provided to 23 partner CSOs. In June 2005, one partner organization (AA); in December 2005, three partners (Rozen, IRC, PIEDAR), in June 2006 two partners (SBRC, WWF-P), in December 2006 two partner organizations (PVDP, DWAY) were phased out after successfully passing through the CHIP's HID package. However in August 2006, partnership was initiated with two other organizations (HDO, PWDS).

During reporting period HID support was extended to 15 CSOs. ABKT, DEWA, RDO and DITSWC are based in Dir, MDO, RDP and HDO in Harripur, AWAZ and MRSTAH in Malakand, PCDP in Bannu, TZKT in Swat, KKT in FATA, WASFD in Mardan, SERVE in D.I.Khan and PWDS in Shahdadkot. All partner CSOs are located at NWFP except PWDS which is based at Sindh. On the whole, the project is being executed in 8 Districts of NWFP and 1 District of Sindh Province.

3.1 Human and Institutional Development Support to Civil Society Organizations:

After researching into status of working of civil society organizations in Pakistan CHIP found that most of the development efforts go in vain just because of irregularities in system and mode of working these organizations adopt. This

realization led CHIP to develop a comprehensive package of Human and Institutional Development (HID) services. Milestones were set for CSOs and certain development related tasks were assigned to them primarily to validate services offer to them and support them to reach maturity level.

22 trainings /support events were organized for capacity enhancement of partner organizations during the reporting period. These include trainings on monitoring and evaluation, leadership skills, financial management, project management, Hudood Laws, Family Laws and 02 strategic planning exercises and trainings of trainers. Moreover 01 exposure visit and 01 value audit, 02 case studies documentation, 02 project review and 02 external evaluation exercises, 01 discussion forum and 02 progress and experience sharing meetings were organized. Under this support CSOs were also facilitated to develop their strategic plans.

3.2 Civil Society Organizations' Support to their Right Holders:

CSOs gone through the capacity building process have made systematic and organized efforts in improving the lives of deprived segments of society. Their efforts include capacity building of 1266 right holders, initiation of low cost sanitation programmes at community level and organization of men and women of the local communities into 322 Community Based Organizations (CBOs). Due to these development efforts CHIP supported CSOs were able to infuse a sense of responsibility among the community members and now 65 of these members have representation in local government. Furthermore members of CSOs also have representation in Union Councils (UCs) and now they are actively involved in decision making at grass roots level.

3.3 CHIP Structure and System Development:

One of the key objectives of the Civil Society Organizations' Empowerment Programme was to develop CHIP itself as a resource center which through its own system development will cater the emerging needs of CSOs all over the country and abroad. For this CHIP has developed a pool of resource persons under its capacity building programme, moreover a database of resource person from all over the country and abroad has also been created. This database proved extremely beneficial and it enabled CHIP to expand its service delivery in variety of thematic areas.

Following the strategic plan **2007-2011** CHIP restructured its activities according to the defined strategic thrusts. Aspects of both horizontal and vertical growth of organization were considered at regular intervals of time. During the reporting period CHIP updated its financial system and regulated it. Skills of staff members were enhanced to bring refinement in work being done. Time to time experience sharing meetings among staff members and with other development agents facilitated CHIP to gain multidimensional vista of emerging development scenes. Development efforts made by CHIP have been well recognized and CHIP has emerged as an independent resource centre. This recognition support the organization a lot in building new partnerships with national and international development organizations and agencies.

3.4 Case Study of a Partner CSO ABKT:

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 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 clutches of oppression. The situation was so much 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 were 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 agents of change that our country and society need. CHIP seems to have 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 develop 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 feeling despondent. CHIP helped ABKT in defining its vision, building strategies, providing technical support, capacity building and human resource development. The key to ABKT's success and growth is a culture of constant self-evaluation and self-improvement instilled by CHIP. The ABKT team never seems to be complacent with limits and strives to improve and reach newer heights.

4. School Based Hygiene Promotion Programme

In Pakistan millions of children become victim of such diseases which are subsequent aftermaths of bad hygiene practices. The fatalities are mainly due to vulnerable environment they are living in. It also involves their mode of living and inherited and adapted behaviours. The inbuilt flaws in their behavioural practices directly exposed them to diseases with dangerous consequences. Not only their health gets affected but as a result their bad health conditions also negatively influence their schooling. It has been observed that a lot of children often get ill and found absent from schools. Long ailment also becomes a reason for many of children to leave school for a long interval of time or for good.

CHIP found that as most of the children are studying in the state run schools so it is better to engage state machinery to institutionalize good hygiene practices to bring about a behavioural change in mode of living of children. There was an objective to strengthen state mechanism also rather than objecting their malfunctioned system, as it was matter of sharing responsibility. The collaboration went extremely well and positive response from District Government representatives and Education Department representatives enabled us in institutionalization of our hygiene promotion programme in 2100 state run primary schools of District Rawalpindi.

4.1 Coordination With District Government and Education Department:

To institutionalize health and hygiene messages and to ensure effective implementation of project activities CHIP conducted several meetings with education department and district government officials. These meetings were organized in order to stream line the project activities in collaboration with education department, the meetings resulted into a memorandum of understanding (MoU) which determined shares of responsibility for District Government Rawalpindi, District Education Department and CHIP. It was agreed that hygiene promotion programme will be initiated in 7 Tehsils of District Rawalpindi which include Rawalpindi itself, Kahuta, Kallar Syedan, Gujar Khan, Taxila, Muree and Kotli Satian.

“We were very much worried about poor hygiene conditions and consequent practices in our schools. The trainings delivered under school based hygiene promotion programme have motivated teachers and children to find out local solutions to improve hygiene conditions practices’.

Raja Amjad Iqbal, DDEO Kahuta on occasion of prize distribution ceremony

4.2 Training of Trainers and Mock Sessions by Trainers:

Master Trainers designated for conducting hygiene promotion trainings were sensitized by presenting statistics that they might understand the severity of those problems which are direct or indirect outcome of bad hygiene practices. MTs were also trained in use of visual aids and role plays, they themselves took deep interest in learning

“Apparently, we are generally aware of this basic information but you people conveyed all that in a very efficient way and through interesting activities. So cannot help without quoting that ALL FINE INFORMATION AND KNOWLEDGE NEEDS REFINED LANGUAGE.

Rozi Shabnum, teacher in GGPS Chokar, Taxila

use of materials and themes and demonstrated a great deal of devotion to act as change agents. However at each step they were supported senior team members of CHIP and their performance was constantly assessed against facilitation skills, ability to motivate teachers, knowledge of contents and handling of difficult situations. Before passing out to conduct training, MTs were taken to 4th Grade students of 25 schools to assess comprehension level of students about the designed materials and role plays. They were also able to analyze hygiene practices among students for addressing the issues in the most suitable ways.

4.3 Training of School Teachers:

After developing a collaborative mechanism with District Government and Education Department 55 training events were organized in 7 Tehsils of district Rawalpindi. In total, teachers of 2100 schools were trained by MTs in five Tehsils of Rawalpindi district. High attendance and active participation of teachers was

“The attitudes we are learning in this training are in complete consonance with the teachings of our religion. I believe that every one of us will feel proud to act upon and to transfer the learning to children and other people”.

Abdul Hafeez, teacher in GBPS Pehar, expressed views in a teachers training on March 05, 2008

observed during training events, they appreciated the content and hygiene promotion material in terms of relevance and effectiveness. They deemed use of role plays and poems/songs as a striking way of communication which can develop certain positive perceptions in growing minds of children. Moreover, Information, Education and Communication (IEC) materials (activity books, calendars, monitoring sheets and Identity card holders) were also distributed among teachers according to their requirement i.e. strength of students in Grade 4.

The approach of the programme to directly involve the teachers is another dimension of our Human and Institutional Development (HID) philosophy. Training a teacher into good health hygiene practices means that the human resource thus developed will remain with an educational institution and many coming generations will take benefits from the knowledge acquired by the teacher.

One of the master trainers reported that he visited a boy’s primary school in Kahuta on March 21, 2008 and found that the teacher has not done any of the activities which they were assigned in the training. The master trainer performed two activities in front of the teacher and developed a plan for rest of the activities. The master trainer again visited the school on April 08, 2008 and found that the teacher has conducted all of the activities and also using visual aids in class room so that children can learn this better.

4.4 Health Hygiene Sessions by Teachers with Students:

Teachers trained under this programme made their action plans to conduct sessions with students of Grade 4 in their respective schools. CHIP MTs also made their work plan to visit each of the schools to assist teachers in conducting sessions and to monitor change in children who have gone through health hygiene sessions.

Children and teachers of schools shared that they never have had thought of hygiene practices seriously. Now, as an immediate effect of the training, children bring soap with them and they all make arrangements for clean water. Children feel excited to clean water through technique teachers learnt in the training. The MTs has reported a spill over effect of teachers training which they have discovered during follow-up visits. The training of teachers and subsequent transfer of knowledge to children has fetched attention of parents and family members. Children, trained in schools, and teachers have shared six learnt attitudes with their families and reported that they have taken this learning to home as well.

5. Community Based Education Programme

Currently this programme is being implemented in Charsada, Bunair and Swabi districts of North West Frontier Province (NWFP) and *Tehsil* Sohawa, District Jhelum, Punjab Province of Pakistan. In NWFP CHIP is implementing this programme in partnership with two local organizations Pakistan Village Development Programme (PVDP) and Samaji Behbood Rabta Committee (SBRC), however in *Tehsil* Sohawa CHIP is implementing the programme in partnership with local CCBs.

5.1 Establishment of Community Based Schools:

Partnership with PVDP have allowed CHIP to establish 5 CBSs in rural areas of District Charsada and 4 in District Buner, CHIP is also running another school in *Tehsil* Sohawa, District Jhelum. In total 400 girls and boys are enrolled in these schools, these children are from marginalized and extremely deprived communities of their respective areas. Some of them are helping hands to their parents in earning their livelihoods.

Before lightening torches of education our little fellows were out of schools or were dropouts for several reasons. Primary reasons were unavailability of schools in their neighbourhoods and weak transportation system with high financial implication, along with that unawareness about education among parents in particular and general perception of education among community members in general also created unseen barrier for children to get education. So CHIP has to devote a great deal of energies in breaking the local thought patterns and it was not possible if work has not been done in an organized way.

Sunrise Community Based Primary School established in March 2005 was made Public in June 2007. The journey was not an easy one rather it depicts a whole hearted struggle and resolute efforts by Ashazi Welfare Organization. Ashazi Welfare Organization is managing the school in an organized and professional way. This particular school has all essential components of a modern school.

Initially when the school started working there was only one teacher who was teaching to children of all primary classes but soon it was felt that the school is getting popularity and a lot new children are coming for enrolment. Now school has been shifted to a new place. The new building is exactly matching the criteria of a school; it has spacious rooms, fine system of ventilation, nicely painted walls, latrines and most of all a proper play ground. Due to trainings provided by CHIP the school administration and teachers are able to organize activities of the school in a disciplined way.

The fee structure of the school has inspired even the poorest families in the area to send their children to school as their children are exempt from paying any fee. The rapidly spreading fame of Sunrise Community Based Primary School is attracting a lot more students even from suburban areas as well because parents believe that the school is providing an ideal learning environment for their children.

5.2 Parent-Teachers Association:

CHIP believes and reiterates the fact in its policy papers that unless and until communities are not involved in sharing the responsibilities of a development initiative the chances of its success will be highly jeopardised. With this thinking CHIP facilitated local communities to establish Parent-Teachers Association (PTAs) for managing community based schools. Members of these PTAs include Teachers of CBS, parents of children and local community members. These PTAs have played a pivotal role in sustainability of CBS, 9 such PTAs are actively involved in managing CBS apparatus.

5.3 Adult Literacy Centres:

CHIP, in partnership with SBRC has established Adult Literacy Centres (ALCs) in 6 villages of District Swabi. These ALCs are part of raising awareness among those very communities where literacy rate is extremely low among females of adult age. The need for establishing these ALCs emerged mainly because of such findings that a big number of female children are out of school due to such thinking among women folk that education has no functionality for women living on traditional lines. Such women and young adult females were educated in basic numeric, reading, writing and some preliminary mathematical calculations. This helped the learners to manage their household finances and they come to know about functionality of education, it also motivated them to show commitment to send their female children to schools.

Ali is doing well in his studies, he is lucky that he is attending school otherwise most of his friends are helping their parents to take cattle for grazing. He said "I want to bring my friends with me but their parents don't allow them to come with me. When I will grow up I will bring them all with me"

Do you understand your lesson Ali? He said "I easily understand my lessons and if I don't understand anything my teacher assists me and then things become clear to me." Ali told that so far he has learnt English, Urdu and Pashtu alphabets and he also knows that washing hands before taking meals save us from diseases. When asked what he wants to be in future "I want to become a teacher." May be there are stories hidden under his wish to become a teacher, May be he knows that he is among first few rays of hope which will bring an end to ignorance through education.

5.4 Teachers' Trainings and Provision of Materials:

Child education involves certain basic skills in teachers. These skills include understanding of child psychology, insight into child-centred learning methodologies and preparing a child friendly syllabus. Teachers of CBS were trained in these techniques along with use of audio-visual aid. They were facilitated in developing such syllabus which is easy to understand for children. Collectively all these arrangements helped teachers to create classroom environment which caters basic needs of students.

As ALCs are more focused towards realization of importance of education and raising awareness among adult girls and women so specially designed material was sorted out for this purpose. This material serves purpose to learn basic numeric, reading, writing and some preliminary mathematical calculations. The material thus collected provides a package of 'Functional Education' which female learners use in their routine life activities. Community based schools were also supported to build their infrastructure and in this regard CHIP provided tables, chairs, stationary items, black boards and mats.

Community based schools and ALCs facilitated by CHIP are playing a vital role in moulding attitude of local masses towards education. These little structures have generated a positive debate among the community members and somehow enabled to break the traditional mindsets concerning girl child education. For us it is a beginning for a new change.

6. Earthquake Rehabilitation and Post-Rehabilitation Network

CHIP immediately got involve in relief and rehabilitation efforts when a devastating earthquake struck Pakistan on **October 8, 2005**. That was first such experience of CHIP when the organization geared most of its time, energies and resources towards a large scale disaster struck areas. There were many other organizations who worked on similar lines. That resulted in accumulation of a great wealth of knowledge and learning experiences. There was a need to carry out a critical analysis of these learning experiences for refinement of future strategies to deal with natural calamities. That was possible if the organizations involved in relief, rehabilitation and post rehabilitation efforts would have been provided a platform to share their experiences either successful or unsuccessful. That thinking led CHIP to web such organizations into network to form collective frameworks.

CHIP organized network of **7** such organization that were actively involved in relief, rehabilitation and post-rehabilitation. These organizations include CHIP, Rural Development Programme (RDP), Lok Sanjh Foundation (LSF), Alfalah Development Foundation (ADF), Multan Urban Resource Centre (MURC), Narowal Rural Development Programme(NRDP) and Marie-Adelaide Leprosy Centre (MALC). These organizations facilitate meetings at regular intervals of time. During the reporting period RDP shared its experiences with network members, describing different positive aspects of on going post-rehabilitation development efforts RDP raised a critical concern that disaster management at national level could not be fully translated into action because the participation of local community was the missing component. The concern raised a positive discussion and the participant organizations gave their valuable suggestions to strengthen role of local communities in development process.

CHIP facilitated network members to take an exposure visit to field areas of HAASHAR Association. The network members got exposure to variety of development initiatives which include natural resource management systems, management and maintenance of irrigation channels and use of livestock and backyard poultry farming for income generation. Participants of exposure visit particularly noted that how HAASHAR Association has kept a pivotal role for local communities in developing social mobilization strategies, from the learning they made sketches of their action plans.

Another objective of this network is to strengthen the capacities of its members. For this CHIP organizes need based trainings, during the reporting period a 3 days training was organized on the theme of 'Monitoring and Evaluation'. Benefiting from the training network members developed monitoring and evaluation plans for their livelihoods, health and education programmes.

7. Entering the Future

CHIP will continue to ensure its commitment for human and institutional development of civil society organisations particularly in rural areas. The key principles of our development efforts will be as follow:

- [Development of local individuals and institutions
- [Local resource mobilisation for community development with a link to National development
- [Making all development efforts inclusive by ensuring inclusion of all those who are being marginalised due to any difference in their sex, physical, economic, religious, cultural or geographical factors.
- [Promotion of positive values in society.

The major focus of attention during 2008-9 will be on project management and implementation services. Besides the continuation of ongoing initiatives, some of the major programmes will be for women empowerment and strengthening family systems, engagement of youth in productive activities such as sports and livelihoods, mother child health care, inclusive community development and scholarship programmes for poor students for graduate and Masters level studies.

At the organisational level, we will broaden our human resource base for expanding programme with the same pace and better quality. Shadow leadership will be developed at all levels to take up responsibilities from within the team. Diversity of funding base will be strived for reducing dependency on single funding source. CHIP aims become a role model for civil society organisations in Pakistan for its value based exemplary programmes and strong organisation.