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South Asia Partnership

Introduction:

South Asia Partnership (SAP) is a network of participatory development support organizations operating under the same name in Canada and five South Asian countries i.e. Bangladesh, India, Nepal, Sri Lanka and Pakistan.

It was established in 1981 by a group of social activists from Canada and South Asian countries with the mission to support participatory development of economically and socially deprived and underprivileged people of South Asia. Now SAP is a consortium of 26 Canadian non-governmental organizations and five South Asian indigenous NGOs and is supported by pre-dominantly Canadian International Development Agency (CIDA)

SAP defines development as a participatory process leading towards the self-reliance and realization of human potential. It facilitates cooperation among its components to promote understanding of development and mobilization of resources for building the capacity of the community-based groups of the people of the South Asian countries thus enabling them to counter social injustices and poverty.

SAP-Pakistan:

South Asia Partnership, Pakistan (SAP-PK) is a non-governmental, non-profit, non-political and non-sectarian organization. It envisages socio-economic changes in the society through the strengthening of the CBOs with a belief that the community based organizations are the most effective tools of addressing the community issues and problems facing marginalized sections of the society.

Origin:

The Governments of Pakistan, since the independence, had been repeatedly interrupted by the Military detrimental to the evolution of mass based political process. In the very beginning (1953) the parliamentary Government was dismissed by the then Governor General Ghulam Muhammad Boghra. Later it was interrupted by General Ayub Khan in 1958 and then came General Yahya Khan. In 1971 Zulfikar Ali Bhutto came into power as a result of the general elections. In 1977 the elected Government of Bhutto was again hijacked by General Zia-ul-Haq. During his tenure of 11 years he devised all the strategies to crush the democratic process. He suspended the Constitution of Pakistan 1973 and delegated all the powers to the Islamic Security Council, and patronized the fundamentalists who acquired important positions in all the significant institutions of the country.

It was 1986, the tenure of Zia-ul-Haq when civil rights had been confiscated due to material law. The civil society was in a state of disarray and the progressive minds in Pakistan were much dejected and demoralized. The general public was also depressed and distressed on account of unfavorable and unwise policies of the State. Such a disappointing situation was not only prevailing at the national level but at the Regional and International level also. Pakistan, despite having rich natural sources and human resources, belonged to undeveloped countries of the Third World. The policies adopt by the Government did not give the impression of real independence. Moreover the attitude of the Government functionaries had created an atmosphere like that of ruler and subject. The Government was

not accountable to the people. The development projects, chalked out for the welfare of the people, had totally failed due to the corrupt bureaucracy and dishonest politicians of the previous era. In addition to this the determination, required to solve the long-awaited issues, was not observed anywhere.

Pakistan was not the only country undergoing such a depressing situation but the same depression was prevailing throughout the South Asia Region.

These were the bleak days when a social activist, ambitious to bring about a healthy change in the society, conceived the idea of providing a forum to the people of the Region to help raise their voice for their common cause i.e. the promotion of the participatory development to maintain peace in the region. That bold man was Muhammad Tahseen. He was of the opinion that the world would no more divide in the traditional border lines and the concept of national state would go on diminishing gradually because of free market and globalization.

Like other developing countries Pakistan was also facing these challenges and it was the dire need of the State to adopt the policies to cope with the emerging trends of the free market as it was the question of survival, he thought.

During 1984-85 the group of social activists, headed by Muhammad Tahseen, invited SAP Canada's Mission to Pakistan to explore the possibilities of integrating Pakistan, the second largest country of South Asia, into SAP network.

Extensive deliberations revealed a uniformity of development vision and culminated in the broader outline of Canada-Pakistan Support Programme as a result of which SAP-Pakistan was established in 1987 with a seven-member National Council.

SAP-PK though was established in 1987 but it took two more years to become functional and thus it started its function in July 1989 after the formulation of its secretariat.

It view of the local development scenario and socio-political conditions, SAP, Pakistan translated the mission statement of SAP-network into a firm commitment to empower the poorest of the poor region, strata and communities of the country. It was also decided that its basic approach would be to strengthen and support the Pakistani non-Governmental community-based organizations through participatory development to enable them to become effective and sustainable tools of social changes.

Mission:

The mission of SAP-PK is:

- To facilitate CBOs/NGOs and groups working with the downtrodden and underprivileged sections of the society for their socio-economic development to pave the way of self-reliance and empowerment.
- To develop and maintain the links with the development organizations of South Asia, Canada and other Northern countries to develop better understanding of the issues and motivate them to take initiatives regarding empowerment of the people of the country.

Objectives:

The main objective of SAP-PK is to bring about a positive and healthy change in the society by:

- Doing capacity building and improving the capabilities of the CBOs/NGOs to act as a catalyst and facilitators of sustainable democratic community development thus enabling them to take active participation in decision-making and policy dialogues at local, provincial as well as at the national level.
- Promoting the participation and involvement of Canadian and international NGOs in Pakistan.
- Improving the awareness among the Canadian and world organizations about the development issues of Pakistan.

Organizational Structure:

SAP-PK comprises a National Council, a General Body and a Secretariat managed by the professional staff.

SAP-PK Office in 2001:

The SAP-PK office is located in Haseeb Memorial Trust Building, 2 k.m Thokar Niaz Baig, established in commemoration of the services rendered by Mr. Haseeb, one of the founder members of SAP-PK.

The office is managed by the Executive Director who executes the Finance and Administration Division. His other major inputs are to establish and strengthen the contacts with partner organizations, NGOs, support organizations, donors, international organizations and the SAP international network. There are four Senior Program Officers who, under the supervision of the Program Manager, are responsible for the smooth functioning of the four major divisions of SAP-PK. In December 2001, SAP-PK staff comprises

EXECUTIVE DIRECTOR

Mohammad Tahseen

MANAGERS

Irfan Mufti (Program)
Sikander Zaman (Finance)

SENIOR PROGRAM OFFICERS

Mahmood Ahmad (Field Operations)
Mustafa Nazir Ahmad (Communications)
Sharjeel Ahmad (Capacity Building)
Waseem Ejaz (Project Planning)

FINANCE AND ADMINISTRATION

Abdul Majeed (Administration Officer)
Aftab Ahmed Jadraan (Finance Officer)
Shahzad Ahmad (Finance Officer)

Samina Kausar (Office Assistant)
Aftab Hussain (Office Assistant)
Ashiq Ali (Driver)
Allah Noor (Driver)
Rana Ajmal (Driver)

CAPACITY BUILDING DIVISION

Zakia Arshad (Program Officer)
Dewan Waseem Akram (Program Officer)
Mohammad Kamran (Program Officer)
Tahira Azam (Program Officer)
Risham Anwar (Program Officer)
Aamir Rana (Program Officer)

PROGRAM PARTNERSHIP DIVISION

Amjad Nazir (Program Officer)
Shazia Sirmed (Program Officer)
Naeema Malik (Program Officer)
Sajid Majeed (Program Officer)
Uzma Zarrin (Program Officer)
Tasleem Zonar (Program Officer)

DEVELOPMENT SUPPORT COMMUNICATIONS DIVISION

Saleem A. Khan (Program Officer)
Shabnam Rashid (Program Officer)
Anwar Chaudhry (Program Officer)
Mahboob Ali (Design Officer)

Line of Action:

SAP-PK has set up four lines of action to achieve its aims and objectives.

1. Extend capacity-building support to the community groups and non-government to help them become viable and sustainable organizations so that they could play role in the socio-economic development of their respective areas through participatory development and by utilizing human, material and financial local resources.
2. Help CBOs/NGOs formulate development programmes aiming at improving the socio-economic status of the underprivileged and disadvantaged sections of the society.
3. Promote partnership among the Pakistani NGOs working at the grass-root level and the Canadian and other international organizations.
4. Appraise the International NGO partners and nations of the participatory micro development processes being carried out by Pakistani CBOs/NGOs through dialogue, partnership, exchange and community support.

Comprehensive programmes, chalked out by the SAP-PK to achieve its goals, are implemented through its four, divisions namely.

1. Capacity Building Division
2. Program Partnership Division
3. Development Support Communication Division
4. Finance and Administration Division

All the four divisions work independently however they co-relate at the national and regional level.

1. Capacity Building Division:

SAP-PK engaged in its foremost activity, i.e. project support, assumed that there might be a number of CBOs in the country having viable and sustainable development projects and anxiously looking for the seed money to undertake community development activities.

SAP-Pakistan identified some of these CBOs and the rapport with them revealed that most of the organizations were still in a formative phase. Another factor that came into light was that some organizations and groups of activists, no doubt ambitious to solve the issues and address the grievances of the community, were yet needed to be imbued the spirit of participatory method in community development. They usually confused development approach with the notion of welfare activities. In other words they lacked the capacity and vision to act as viable and sustainable agents of social change. SAP-PK then decided to lay its emphasis on the capacity building of the CBOs instead of focusing on project support.

Moreover the idea behind this decision was that the process thus adopted would turn the general public into conscious masses through these CBOs. That was why the capacity building became the niche of SAP-PK

Believing that the capacity building is an ongoing process of enabling the people to realize their potential and considering the CBOs best tools of social change SAP-PK had formulated various training programs like Resource Development (RDP) Support Democratic Electoral Process (SDEP) Coordinating Councils (CCs), Technical Support Program (TSP) and Short Term Capacity building Inputs (SCBI) program. All these programs focus on building and enhancing organizational capacity to deal with local challenges, problems and marginalization of people.

2. Program Partnership Division:

The remote and far flung less developed and politically less important rural areas of Pakistan depict a very bleak picture of the miserable plight of the inhabitants. The people residing in those areas live in an ignorant world. They are not only unaware of the development of the other parts of the country but also do not know about their own rights. They have accepted their miseries and deprivations believing that they were unfortunate by birth and that they have unlucky sky over their heads.

They have the opinion that as they belong to less important areas so the Government was not considerate about the development of these areas. Thus no healthy change could be brought about in their lives. In other words they are dependent on the State and governments. They only look up to the government to help solve their issues to address the miseries of their lives.

SAP-PK play a vital role in creating urge among the groups of activists and the community organizations, belonging to such areas, to strengthen themselves through partnership and

by utilizing their local resources. The Program Partnership Division of SAP-PK functions for the purpose. Its interaction starts with the identification of CBOs for various training packages offered by the different Capacity Building Programs. During this training, orientation is imparted to the CBOs to develop project proposals in accordance with the needs of their communities. CBOs preferably trainee graduates, after developing the project proposals submit the same to the Program Partnership Division. The PPD assesses the project, discusses it with the members of the CBOs as well as with the community and if it feels that the particular CBOs have the potential and capacity to run the project it seeks funds from Canadian partners. If it does not find the project proposals in lines with the community needs, guidelines are given for further improvement.

Once any Canadian NGO agrees to support the project of any local organization, SAP-PK initiates a partnership agreement between the Canadian NGO and the Pakistani CBO.

During implementation phase the PPD staff (Program Partnership Division) visit the project partners regularly and provide them technical support to implement the projects effectively and improve the organizational activities.

The projects approved mostly address the issues of health, education, income generation, environment and advocacy. SAP-Pakistan lays emphasis on the cross cutting issues like poverty alleviation, gender equity, civil society, human rights and social justice etc.

3. Development Support Communication (DSC) Division:

The specific objective of the Development Support Communication (DSC) Division is to help emerge viable civil society in Pakistan by facilitating the marginalized sections of the society in raising their voices on the issues directly affecting their lives. It disseminates information and creates awareness about these issues through informal debates, dialogues and discussions on these issues. Moreover adequate training is also imparted to CBOs/groups so that they could design their own advocacy campaigns.

The DSC Division acts at three levels:

1. To keep the development scenario of Pakistan on Canadian agenda (in the public eye, in the media, within the NGO Community and among the decisions-makers, politicians and bureaucrats) through exchange of socio-economic information, experiences about emerging approaches and paradigms. Another important function of the DSC Division is keep Pakistani components of SAP network abreast of the emerging development approaches and priorities of the developed world.
2. To facilitate sharing and exchange of emerging development modules and current socio-economic issues among the regional partner organizations of SAP in view of strengthening the movement of participatory development in South Asia.
3. To voice and propagate the activities of SAP-PK's partner organizations and disseminate relevant information to the activists and the organizations working on different aspects of development. The DSC also helps bring the RDP graduates together on the provincial and national issues and invites the partner organizations to review their work in the wider context of development.

Development Dialogues

Realizing the fact that the development workers or the activists can play a pivotal role in bringing a positive and healthy change in the society by developing the unaware general public into conscious people the DSC Division had designed Development Dialogues Program. Under this program the DSC Division arranges meetings in two provinces every year for the representatives of CBOs/NGOs and other civil society groups. The other two provinces are covered in the next year and thus all the four provinces are covered in a cycle of two year. These dialogues facilitate an exchange of views, informations, experiences and grievances and issues as well among the components of SAP-PK network. After holding dialogues in two provinces separately the participants are invited to participate together in an Inter-provincial Dialogue which provides an opportunity to promote a better understanding among the communities of two provinces. At the end of the second year a dialogue at the national level is arranged in which the representatives of CBOs/NGOs from all the four provinces are invited. The National Dialogue provides a forum to the CBOs/NGOs from all over the country to debate on the solution of problems shared by all the provinces.

Partnership and Communication Exchange (PACE) Program:

Partnership and Communication Exchange (PACE) Program another important activity of DSC Division, concentrates on imparting communication skills to the partner CBOs/NGOs to enable them to spread their message in a more effective manner. The program is implemented at two levels i.e. National and Regional level. A relevant theme is selected and a mutual perspective is evolved on it. To commemorate the national PACE program a five-day seminar-cum workshop is organized once a year. After holding discussion the selected relevant theme for a three-day theatre and poster making sessions are held to teach communication techniques to the participants.

The Regional PACE program is also a five-day activity in which all the member countries of the SAP network participate to share their experiences. It provides a forum where significant issues of regional and global importance are discussed and joint strategies are chalked out to combat the common problems. It also provides an opportunity to assess the achievements and failures and strategies are received to achieve the target.

Research:

The DSC Division also promotes research, on various issues affecting the civil society, at national and local level to offer alternate strategies to the Government. It also helps raise the intellectual level of the people. The findings of these researches are published and taken up in the Development Dialogues. The outcomes of the researches are also incorporated in other training and program areas.

Publications:

Publication is one of the various ways of communication and the DSC Division undertakes the responsibility of designing and publishing all the SAP-PK material like annual reviews, booklets, reports, folders, media packs, posters, brochures, and introductory flyers. The publications are printed in Urdu and disseminated among the CBOs/NGOs free of cost.

4. Finance and Administration Division:

The Finance and Administration Division plays a vital role in holding the financial dealings, smooth planning of action at SAP-PK, maintaining linkages with the partner CBOs/NGOs of SAP-PK international NGOs, donors and other components of SAP international network.

SAP-Pk's functioning involves extensive financial dealings of all sorts. The Finance Division, therefore, handles not only the routine work of managing the day-to-day accounts but also coordinates with other divisions, partner CBOs and the regional offices of the SAP system. It not only helps the staff members to review the policies adopted earlier but also provides assistance in their renewal in the light of the experiences and learnings gained from the field.

The Financial and Administration Division is also responsible for the annual audit as well as to ensure the financial management and dealings of the organization transparent.

One of the most important function of the F & A Division is to impart training to SAP-PK's local partners about the management and maintenance of their account books for making them accountable to the communities they work for. It also assists the SAP-PK partner organizations in identifying and mobilizing their local resources.

The F & A Division helps the staff members in finalizing the proposed policies for the approval of National Council.

Apart from the above mentioned responsibilities the F & A Division is also liable for budget planning and its implementation. To ensure better internal control system the Division prepares budget for the every quarter of the year according to the work plan submitted by the respective divisions. On the basis of receipts and payments, quarterly financial reports are also prepared by the Division and are sent to the concerned donors to keep the financial management transparent.

The Division also monitors the accounts of the partner CBOs/NGOs and their projects after every six months.



Country Profile

Population Labor Force and Employment:

Pakistan's current population (mid-year 2001) is 140.5 million, almost 2.3 percent of the world population, making it the 7th most populous country in the world. Another 3.2 million people are added to this number each year. If this rate continues the population of the country will reach 222 million by the year 2020. Such a high growth rate coupled with the country's weak socio-economic profile would render all efforts towards development futile. It would also contribute significantly to raising the proportion of the population below the poverty line. Although family planning programs have been initiated in the country but due to frequent changes in the strategies and inconsistent political situation, hindrances are created and expected results cannot be achieved.

The growing population also adds to the number of illiterates in the country which have become more than double i.e. from 22 million in 1961 to 54 million in 2001.

The numbers of unemployed have increased six folds from 0.4 million in 1970-71 to more than 2.42 million. Thus creating the need for increasing jobs by 69 percent just to keep the unemployment rate at its existing level.

Rural/Urban Break-Up:

The overall urban population at national level has increased from 28.3 percent in 1981 to 32.5 percent in 1998 which reveals that every third person now lives in city or town. The comparative position of provinces and areas shows similar trend with a slightly higher increase in Balochistan followed by Sindh, Punjab and NWFP. Islamabad has the highest urban population as about two-third of its population lives in the city. FATA (Federally Administered Tribal Areas) has the lowest urban proportion of 2.7 percent as against 1981 when it was all rural.

Among the provinces Sindh is the most urbanized province where 48.9 percent population is living in urban areas. The second most urbanized province is Punjab where 31.3 population lives in cities and towns.

Balochistan comes at the third level with 23.3 percent urbanized population whereas the least urbanized province is NWFP where only 16.9 percent population lives in urban areas.

Rural/Urban Population, 1981 and 1998 Census:

Area	Rural			Urban		
	1981 Share	1998 Share	Change % Point	1981 Share	1998 Share	Change % Point
Pakistan	71.7	67.5	- 4.2	28.3	32.5	+ 4.2
NWFP	84.9	83.1	- 1.8	15.1	16.9	+ 1.8
FATA	100.0	97.3	- 2.7	-	2.7	-
Punjab	72.4	68.7	- 3.7	27.6	31.3	+ 3.7
Sindh	56.7	51.1	- 5.6	43.3	48.9	+ 5.6
Balochistan	84.4	76.7	- 7.7	15.6	23.3	+ 7.7
Islamabad (Capital Territory)	40.4	34.4	- 5.6	60.0	65.6	+ 5.6

There are 23 major urban centers having population of 0.2 million and above. The biggest city in Pakistan is Karachi with a population of 9.269 million followed by Lahore (5.063 million) and Faisalabad (1.977 million). The other big cities recording population of over one million are Rawalpindi, Multan, Hyderabad and Gujranwala. Almost half of the total urban population of the country lives in these seven big cities.

The sex ratio i.e. males over hundred females in the country is 108.1 which was 110.6 in 1981. the decline is the over all sex ratio could be attributed to better coverage of females and improvement in their life expectancy. The sex ratios of Sindh and Balochistan have however slightly increased from 110.7 and 114.9 respectively.

Sex Ratio and Average Household Size By Province: 1981 and 1998:

Adminllint	Sex Ratio		Average Household Size	
	1981	1998	1981	1998
Pakistan	110.6	108.1	6.7	6.6
NWFP	108.7	104.3	6.8	7.6
FATA	108.3	1.8.8	8.3	8.8
Punjab	110.8	1.6.9	6.4	6.8
Sindh	110.7	111.7	7.0	5.8
Balochistan	111.5	114.9	7.3	6.4
Islamabad	118.9	116.2	5.7	5.8

Household Size:

According to the Pakistan Demographic Survey (PDS) a household is defined as all those persons who usually live together and share their meals; they may or may not be related to each other.

The average household size has declined slightly from 6.7 in 1981 to 6.6 in 1998. The highest household size of 8.8 was observed in FATA followed by 7.6 in NWFP and 6.8 in Punjab registering a little increase over respective size in 1981 census. However, average household size for Balochistan and Sindh in 1981 to 1998 has decreased slightly from 7.3 to 6.4 and 7.0 to 5.8 respectively.

Note: - the figures given in the summary tables are provisional and subject to change after processing of individual census returns and census held in left over areas of Balochistan.

Labor Force and Employment:

On the basis of estimated population of 140.5 million for mid-year 2001 the total Labor force comes to around 41.2 million.

In Pakistan labor force participation is estimated on the basis of Crude Activity Rate (CAR) and Refined Activity Rate (RAR).

The CAR is the percentage of labor force in total population and the RAR is the percentage of labor force in population of persons of 10 years of age and above.

Labor force participation rate differs between rural and urban areas. In rural areas, the participation is higher as agriculture is more of a family occupation than mere work. Women's participation rate is lower than that of men due to cultural taboos and non-availability of suitable job opportunities.

Employment Situation:

The total number of employed persons in urban areas has increased from 11.4 million in 2000 to 11.8 million in 2001. Similarly rural employment has also increased from 26.6 million in 2000 to 27.0 million in 2001.

But on the contrary privatization process of the Government has added to the woes of the workers. Many have lost their jobs and hundreds of thousands workers are threatened because of the privatization drive is on increase as is indicated by a number of applicants for scarce government jobs at. According to the official statistics 12 to 15 thousand government employees were forced to receive golden shake hand while the number of forced retired persons during the year 2000 is 30 thousand.

Unemployment and underemployment will be the major issues of the country in the next decade. In fact the State does not have any idea of skills, requirement and training facilities required to remain competitive in the international market.

Another important factor of the rapidly increasing ratio of unemployment among the educated persons is that the educational and vocational training systems are producing a human capital for which there is no job in the market. Discontentment prevails among the unemployed educated youth of the society resulting in criminal attitudes sometimes.

Situation of Poverty:

As many as 4.40 million Pakistanis i.e. one fourth population, are living below the poverty line.
Federal Minister for Finance Mr. Shaukat Aziz

According to a statement by the Federal Finance Minister, Mr. Shaukat Aziz, 4.40 million people are living in absolute poverty while the number will become 6 million during the next three years as 1.4 million more people will fall below the poverty line.

Poverty is on increase in Pakistan due to indebted government, unwise internal economic policies, unchecked price hike and recession resulted in economic crisis.

The package of policy prescriptions, by the World Bank and the international Monetary Fund (IMF), known as structural adjustment programs, force the governments of the indebted nations to curtail their expenditures. All too often, the cuts in expenditures fell on health and education, on food subsidies and on social services, all needed most by the poor. The real cost of adjustment is being paid disproportionately by the poor and their children. Continuously decreasing the value of the Pakistani Rupee against the dollar is another major factor of gearing the poverty and consequently an increase in the employment of child labor. During the fiscal year of 1999-2000 the value of the Pakistani rupee decreased by 13 to 14 percent as compared to the dollar which effected the economy of the country.

It is well established fact that poverty is responsible for child labor but the fact that child labor itself is responsible for the perpetuation of poverty should not be overlooked. According to a report of UNICEF a sheer number of 8 million children under the age of 15

are estimated to be working in Pakistan. The country cannot progress by letting such a vast human potential go to waste.

The main reasons for increase in poverty in Pakistan during 1990's can be attributed to the relatively lower rate of economic growth (implying a slow increase in per capita income), rising unemployment, stagnant/declining real wages, declining flow of worker's remittances and deterioration of governance. In addition to the factors mentioned above the high population growth also puts pressure on the meager social services thereby causing social distress.

An analysis of poverty by socio-economic groups, focusing on key demographic and economic characteristics reveals the following facts of poverty in Pakistan.

- The incidence of poverty increases with household size in urban areas. Households with a large number of children and single earning member are more likely to be poor in urban areas than in rural areas.
- The incidence of poverty among female-headed households is marginally higher in rural areas than that among male-headed households. However, in urban areas, the incidence of poverty in female-headed households is lower as compared to that in male-headed households. It is also highest (36 percent) where head of the household has no formal education. Poverty falls as educational attainment of the family-head increases.
- Poverty is (relatively) higher when heads of the households are unskilled agricultural workers, engaged in services, transport, production and sales occupation.
- Incidence of rural poverty for those households whose heads are agriculturists is lower than all other occupations except for those in professional, management or clerical positions.

Poverty is not an eternal verity. It can be alleviated by political will, comprehensive economic policies and effective measures. Unfortunately, both national and international economic developments during the recent decades have served to increase poverty and inequality in wealth distribution, which is more than 40 percent in Pakistan, according to a report issued by the Social Policy Development Center.

Poverty reduction requires effective mechanisms for participation of the poor and the creation of responsive and accountable public institutions. Broad-based governance reforms are, therefore, necessary to assure transparent and sustainable management of public resources and encourage active public scrutiny and accountability in fiscal management. Implementation of broad-based governance reforms is an important factor for sustainable and effective macro economic framework. In fact, without governance reforms the enormous task of reviving higher economic growth is not possible which is indispensable for poverty alleviation. Since sagging growth and rising poverty is a reflection of the failure of governance institutions in Pakistan. Formal institutions of governance have failed to meet the basic needs of the people, particularly, those suffering from deprivation on account of their income, gender or geographical location.

The prospects of higher economic growth, indispensable for alleviating the poverty, depends on the ability and policies of the country to channelize the creative energies of the people. This requires investment in human capital or in other words higher spending in social sector. **The effects of sluggish economic growth, during the past decades, are clearly reflected in Pakistan's poor performance in the social sector.**

A weekend social profile is detrimental for growth since social development is essential for attracting investment and generating the capital for future sustainable growth.

Poverty redressal is only possible when economic, political and social dimensions of governance are addressed by forging a partnership between the government, the private sector and the civil society.

Status of Women:

Literacy rate, availability of health facilities, power of decision and opportunities of economic activities being provided to women are the major factors which determine the status of the women in the society. Out of these factors the importance of education for human resource development does not need any elucidation. Globally, it has been observed that the countries, conscious about their development, attach highest priority to education since it leads to higher return in health, agriculture and industrial sector. But on the contrary Pakistan's record on the education front has never been impressive despite the fact that the Government has accepted the education as a fundamental right of its citizens. Literacy rate in the country is lower even than those of other countries with similar levels of economic development.

The literacy rate among women is more disappointing and that too has rural and urban imbalances both in the availability and quality of education. Education has always remained inequitably distributed among the various regions and income-groups due to many factors including social and cultural constraints, dogmatic religious interpretations and severe restrictions on women's mobility.

Literacy rate by province rural and Urban Areas:

Area	Total			Rural			Urban		
	Both Sexes	Male	Female	Both Sexes	Male	Female	Both Sexes	Male	Female
Pakistan 1998	45.0	56.5	32.6	34.4	47.4	20.8	64.7	72.6	55.6
NWFP 1998	37.3	52.8	21.1	32.5	48.2	16.7	58.7	72.4	42.7
Punjab 1998	47.4	58.7	35.3	38.5	51.3	25.1	65.8	73.4	57.2
Sindh 1998	46.7	56.6	35.4	26.9	39.5	13.11	65.2	72.1	57.1
Balochistan 1998	26.6	36.5	15.0	18.9	27.8	8.8	50.3	62.4	35.3
Islamabad 1998	69.0	77.9	58.2	56.3	71.0	40.3	75.2	81.1	67.7

The discrimination, on the basis of gender, starts from the very beginning with the birth of a daughter which is not liked and considered as a liability by almost all sections of the society.

The gender discrimination reflects in almost all walks of life even in the educated and affluent class. Restrictions and limits are levied on the girls and women's mobility thus they are kept away from the opportunities of higher education and economic activities. Moreover their roles of future wives and mothers are so widely accepted by the society that they are not considered as capable individuals who can contribute in the national development.

Despite these constraints, social and cultural taboos and barriers being created on the basis of tribal and feudal traditional and religious norms, Pakistani women have been striving hard since long, to supplement their family income according to their capabilities and circumstances. They work in the fields, factories, carpet industry, brick kilns and in the cottage industry but their work receive no recognition not only by their own families but also by the official labor surveys. In the urban areas, however, professionally qualified women from educated families are seen in the Government services, in commerce, in media and in the technical fields also and they have proved their worth.

On the other end women from urban low-income groups have been forced to do jobs of comparatively lower cadre in the various offices just to supplement their family income and not because of their self satisfaction or identity. Most oftenly they have to face discrimination in the wages. They get less opportunity of self-development and little access to information and technical facilities. Sexual harassment is another major factor which intensifies the already adverse and discouraging environment.

However the situation, though very slowly, is changing towards positive and encouraging due to the awareness among women folk, about their rights and due to the interventions of the non-government organizations.

To enable the women of the country to participate in the policy and decision-making process at highest level the present Government has inducted seven women ministers in the Federal and the Provincial Cabinets. These women ministers hold consultations from time to time to review, discuss, analyze and monitor the women related issues for remedial measures.

The present Government has also established a national commission on the status of women through promulgation of an ordinance in July 2000. The task of the commission is to examine, review the existing policy, programs, laws, rules and regulations concerning women development and gender equality and to make suitable recommendations to improve the status of women.

Agriculture:

Agriculture, the dominant sector of the economy of Pakistan, contributes 25 percent to GDP and employees 44 percent of country's workforce. Over the last one decade, agriculture grew at an average annual rate of 4.5 percent and exhibited fluctuating trend mainly on account of weather conditions, pest attacks on crops and adulterated pesticides.

Agriculture growth has, however, suffered a severe setback during 2000-01 due to unprecedented drought situation and shortage of irrigation water to the extent of 40 percent. On the other hand, livestock which accounts for 36 percent of agriculture and 9 percent of GDP, grew at annual average rate of 6.5 percent during 1990s.

A drought like situation, prevailing in Balochistan and Sindh for the last three to four years, has badly affected the production of major crops such as cotton, rice, sugarcane and wheat during the fiscal year 2000-01. Accordingly as against a growth of 6.1 percent achieved in

1999-2000, agriculture was targetted to grow by 2.6 percent in 2000-01. However the dry spell not only continued but worsened with the passage of time during the current fiscal year resulting in shortage of water to the extent of 40 percent against its normal availability. Consequently, the value added in agriculture registered a decline of 2.5 percent as against an impressive increase of 6.1 percent in 1999-2000.

Major crops, accounting for 41 percent of agriculture, registered a decline of 10.5 percent as against a substantial positive growth of 15.1 percent last year.

Wheat:

Wheat is the main staple diet of the people of Pakistan. It contributes 12.1 percent to the value added in agriculture and 2.9 percent to GDP. The unprecedented drought has severely affected the wheat crop. Wheat production was 18.535 thousand tons in 2000-01 as against 21.079 thousand tones in 1999-2000, showing a decline of 12.1 percent as the long dry spell affected the crop both in barani and irrigated area. Moreover the area under the crop also reduced by 3.8 percent, hectors declined from 8463 thousand hectors to 8137 thousand hectors.

Cotton:

Cotton is the main cash crop and contributes significantly to the national economy. It accounts for 11.5 percent of the value added in agriculture and about 2.8 percent of GDP. It, not only, provides raw material to the local textile industry but the lint cotton is a major export item. Cotton production decreased from 11240 thousand bales in 1999-2000 to 10732 thousand bales in 2000-01-----a decline of 4.5 percent. The major factor responsible for the lower production is shortage of irrigation water.

Rice:

Rice is the second largest staple food crop in Pakistan and is also a major export item. Its share of the value added in agriculture is 6.6 percent and 1.6 percent in GDP. The production of rice during 2000-01 was 4803 thousand tones which is 6.8 percent lower than that of during 1999-2000. The decline in rice production is attributed mainly to the shortage of irrigation water. The cultivated area has also reduced by 5.5 percent whereas the yield per hector also shows a decline of 1.4 percent.

Sugarcane:

Like cotton sugarcane is another cash crop and serves as major raw material for production of white sugar and gur. It contributes 6.4 percent in agriculture and 1.5 percent in GDP. The sugarcane crop was provisionally estimated at 43.608 thousand tones which is lower by almost 5.9 percent as compared to the crop produced during 1999-2000. The yield per hector has also declined by 1.1 percent. Sugarcane, being the water intensive corp, suffered mainly due to shortage of irrigation water in Punjab and Sindh.

Minor Crops:

The minor crops (oil seeds, pulses, potato, onion etc.) which constitute 19 percent of the agriculture, managed to register a positive growth of 1.1 percent against a negative growth of 9.0 percent during the year 1999-2000.

Livestock:

Livestock, the single largest component of agriculture, i.e. 36 percent, grew by 4.8 percent as against a growth of 2.4 percent during the previous year.

Forestry:

Forestry, the fourth major component of agriculture accounting for only 0.5 percent, depicted a growth of 40.4 percent as against 113 percent of the last year showing also a decline in growth.

Fishery:

Fishery, yet another component of agriculture, shares 3.5 percent in agriculture, posted a negative growth of 3.6 percent as against a positive growth of 9.7 percent in the preceding year.

Production of Major Crops:

Year	Wheat	Cotton	Rice	Sugarcane
1996-97	16651 (-1.5)	9374 (-11.5)	4305 (8.5)	41998 (-7.1)
1997-98	18694 12.3)	9184 (-2.0)	4333 (0.7)	53104 (26.4)
1998-99	17856 (-4.5)	8790 (-4.3)	4674 (7.9)	55191 (3.9)
1999-2000	21079 (18.0)	11240 (27.9)	5156 (10.3)	46333 (-16.0)
2000-01 (p)	18535 (-12.1)	10732 (-4.5)	4803 (-6.8)	43608 (-5.9)

P. Provincial (July-March)



Role of the Civil Institutions in the National Development

Concept of Civil Society:

"Civil Society is a collection of individuals and collective initiatives for common public good".

Civil Society refers to that sphere of voluntary associations and informal networks in which individuals and groups engage in activities of public consequences. It is distinguished from public activities of Government because it is voluntary and it seeks common ground and public goods from the predicate activities of markets.

It is often described as the "third sector". For democratic societies it presides an essential link between citizens and the state.

Civic Practices Network

Civil Society is the true source and theatre of all history i.e. the explanation of political events, legal changes and cultural development to be sought in the development of the structure of civil society.

(German Ideology)

The most compelling model of the civil society, perhaps, has its origin in the central European democratic opposition movements (against statism) in the 1970s and 1980s. The successive waves of revolutions which challenged and ultimately undermined the Soviet version of communism beginning in 1989, were inspired by a concept of civil society and active and independent civic initiative.

Civil society in this context means a bunch of social movements and civic initiatives which represent a form of democratic policies beyond liberal democratic models of citizenship and political process. There is a significant equation between the civil society and the democratic society. Social institutions and associations are autonomous, independent of the State and capable of influencing public policy in a decisive way.

Civil society means expansion of democratic process i.e. popular participation, effective control and the public agenda, the just distribution of the resources and military accountable to a civilian control. In the civil society human rights and democracy are part of the same agenda of objectives and practices.

Civil society, thus, is a political concept because it is concerned with the exercising power to advance and defend the economic, social and political interests of the citizens. It is for this reason that the national governments try to keep the citizens joined together to address their collective problems.

Though the debate about the concept, origin, heritage, definitions, purposes and composition of the civil society by various intellectuals, social activists and social scientists, is complex and a great confusion, regarding what constitutes the civil society, which type (of associations are part of it and how people relate themselves with civil society), prevails yet it is an established fact that the citizens are the basic components of the civil society.

So without happy, contented and satisfied citizens the term good society becomes meaningless.

How the citizens be satisfied, what are their dreams about a good society and how their dreams could be realized into reality the Commonwealth Foundation initiated a study entitled "Citizens and the Governance Civil Society in the New Millennium, for the purpose. The study was conducted in forty seven Commonwealth Nations and the citizens from various walks of life were consulted and their views, opinions and responses were recorded.

Citizens, Dream regarding a Good Society:

"Peace and security is a major aspect of a good society", a view unanimously expressed in the study, Citizens and the Governance: Civil Society in the New Millennium, by the men and women of almost all the ages belonging to almost all the spheres of life. The people expect that the State should impose restrictions on the religious organizations since sectarianism, not only segregates the citizens and weakens their collective strength to take constructive civil society initiatives, but adversely affects the pace of economic progress also.

The aspirations of the citizens about a good society is that the State is liable to check the terrorism, riots on the basis of lingual, sectarian, ethnic or territorial basis, and availability of arms for keeping the law and order situation under control. The people dream a good society which provides them safe and secure atmosphere for their free movement which is possible only in controlled law and order situation.

Womenfolk, constituting about 50 percent of the population, expect the State should provide them security at every stage i.e. in homes, in the society and at working places. They demand the State should repeal all discriminatory laws against them, formulate policies to help safeguard their rights and check the harassment by the males.

Discrimination on the basis of gender is a social evil which is a major impediment in the way of a good society since without the equal participation of women, constituting about half of the total population, the concept of the national development is a mere utopia whereas women face discrimination not only in the social attitude but in the wages set up by the factories and the private sector.

The perception of a good society, according to the citizens voices, is that where the State provides the basic amenities of life to its citizens like supply of soft water, electricity, sewerage system, good roads and facilities of transportation. Apart from this the perception ranges from democracy, cultural development, empowerment of people to freedom of speech and expression, access to information and technology and equal opportunities for all.

"It is the responsibility of the State to maintain merit, formulate wise and favorable economic policies and should do more investment on social infrastructure and services for providing equitable distribution of income and resources among the citizens", the citizens aspire.

They also desire that the State should adopt policies to lessen the gap growing wide day by day between the rich and the poor so that the feelings of deprivation among the underprivileged section be minimized since these feelings cause aggression and negative attitudes detrimental to good society.

The citizens also demand that the State should maintain the supremacy of law since the provision of cheap and speedy justice is another recurrent theme across all clusters and categories of the citizens. They dream that justice be provided to all the citizens without any discrimination and biases.

The State should take effective measures to abolish the separate electorate system for strengthening the democracy since it debars the citizens in Minority to come into the mainstream of democratic process and thus negating the rights of equal citizenship, the Minorities perceive.

RDP Rationale in the Context of National Development:

Rapidly hijacking of the democratic Governments of Pakistan by Army, Military interventions in political matters even in the tenure of democratic Governments, absence of the Constitution for a long period and unholy alliance of feudal, bureaucracy and the Military ruling over the country since its independence are severe blows to the democratic process.

The civil society institutions could not find favorable atmosphere to flourish and had failed in deepening its roots in the country.

The Governments had disappointed the people due to recessive policies and poor performance.

People had lost their faith in the State as the Governments in Pakistan had never been run by pro-people and honest politicians. They did not promote humanistic values on priority basis.

Monopolization of power is another major problem of the country. Power and authority have never been shared denying the participatory development process. That is why the democracy has also lost its credibility.

The development plans chalked out for the welfare of the people could not produce the expected results as the Governments did not take into accounts the aspirations of the people and had excluded them totally at all levels i.e. need assessments, planning, designing and implementing the projects. As a result of this people became indifferent towards Government's plans and adopted apathetic attitude which further discouraged the collective action detrimental to national development.

Concentration of wealth in few hands and inequitable distribution of the national income and resources are other areas of concern and great obstacles in the way of national development. The development of a society cannot be measured in terms of Gross National Product and Gross Domestic Product (GDP).

In a good society resources stream down to the bottom and if a country is rich but the people are poor it cannot be called a good society. Various economic policies, developed for improving the standard of the disadvantaged, also failed to achieve the targets due to unrealistic and complicated procedures and corrupt State machinery and the projects remained beyond the reach of the beneficiaries meant for.

Justice for all, dignity of labor, indiscriminatory laws, provision of health and educational facilities irrespective of gender and geographical locations are prerequisites of a good society while in Pakistan one can only dream of these facilities.

In Pakistan justice can be enjoyed only by the powerful persons i.e. authoritative and the affluent class. It is very expensive and time consuming process while workers cannot spare neither money nor time required to seek justice and thus remain deprived of it.

Privatization policies imposed by the World Bank and IMF along with their economic relief causes great threat to the permanent employment. It also promotes contractual employment which in turn had created great unrest among the workers and added to their miseries. Disappointment prevails more among women than the men since they have to face harassment by the male employer and others if they failed to comply with the unfavorable situation and meager wages.

Deteriorating law and order situation in the country, militarization of the State and society combined with the increasing incidences of sectarian and ethnic violences impeded the evolution of civil society by levying various conditions on it and thus the process of development of the society has reversed.

The citizens in Minorities are more dejected and desperate due to separate electorate system and they have no voice in the Assemblies. The members of the Provincial and National Assemblies also did not take interest in solving the issues of the Minorities because their votes were not so valuable for them.

Apart from the above mentioned factors Pakistan, on the economic front, is heavily under the debt being dependent on International Monetary Fund, (IMF) World Bank (WB) and other grants by some foreign agencies for various projects. It also faces challenges regarding its slow GDP (Gross Domestic Product) growth.

The agricultural sector is also facing serious threats due to short of water in the dams and reservoirs causing great unrest among the agriculturists.

In short Pakistan, since its independence, has to face multiple of political and economic imbalances, deteriorating law and order situation, ethnic and sectarian riots, drug trafficking, gender discrimination, inequality in human rights, ambiguous labor laws, and non favorable judiciary. The State has lost its credibility among its own people as well as among other nations. The main reason has been the frequent hijacking of the democratic political process by the Military and thus denying the participatory approach and empowerment of the citizens. It had also discouraged the people to be part of the decision-making process or in other words weakened the civil society institutions.

This was the situation when SAP-PK resolved to empower the people by chanzalizing their potential, improving their capacity and strengthening the civil society. For the purpose a comprehensive program, Resource Development Program, was chalked out defining the role of SAP-PK as that of a facilitator and catalyst.

South Asia Partnership, Pakistan, believes that the people can play their effective role in addressing the political, social and economic issues faced by the country through a participatory process. It also believes that the participatory process leads towards sustainable 'development' as it has roots in the people's aspirations. The term development cannot be translated into mere material gains, good roads and big buildings. On the other hand 'development' is a dynamic process nurturing a revolutionary change in the thinking and behavior of the society regarding equity, social justice and human rights, SAP views.

While formulating RDP, SAP visualized that it was the dire need of the time that the real concept of development and the awareness about the issues of local,

national and regional importance be inculcated among the citizens at grass roots level because only their collective action can bring about healthy change in the society required for the sustainable development.

In this perspective SAP-PK evolved a comprehensive program titled Resource Development Program to strengthen the civil society by developing strong bodies of activists drawn from their own communities and fully acquainted with participatory development approach and methods.



Resource Development Program

The Resource Development Program (RDP) was initiated by SAP-Pakistan, under the auspices of Capacity Building Division, in 1991 in response to the conceptual attitude and the institutional needs of the community-based organizations. The brains working behind the RDP have the opinion that CBOs/NGOs can be enabled to develop and implement the development programs at local level provided their hidden potential be utilized properly, management be strengthened and institutional support be provided. So the fundamental thrust of RDP has always been on building the capacity of CBOs to plan, coordinate and execute the development projects and thus enabling them to become viable and sustainable tools of social change.

Knowledge, skill and training is imparted to the activists belonging to various CBOs during the orientation under RDP about how integrated and self reliant participatory development of their communities is possible.

RDP is basically a training program conducted every year in two provinces of the country. The other two provinces are focused in the next year and thus all the four provinces are covered in a cycle of two years.

Goal:-

To enable the Pakistani community-based organizations viable and sustainable media of integrated, self reliant and participatory development of their respective communities.

Objectives:-

1. To empower the CBOs/NGOs to undertake social, economic and political analysis in micro and macro terms, aimed at defining the development needs of their respective communities.
2. To enable the communities to channalize the local human and material resources through participatory development activities aimed at improving the socio-economic conditions so that the communities can move towards the optimum realization of the human potential.
3. To ensure successful community/non-governmental initiatives which address the development social issues and reach beyond the local parameters to help at the macro level.

Assumptions:-

1. The RDP is based on the premise that unless a community-based organization is not viable and sustainable in its approach and working it cannot lead its community towards meaningful and sustainable development.
2. Assuming that an activist or a leader is the best person for the capacity building of his/her organization/group the RDP vouches a dialogical learning process to conscientize the participants who would, in turn, share the learning with his or her fellow members of the organization.

Implementation:-

The process of the Resource Development Program starts with the identification of potential CBOs. There are three ways to identify the same for training.

1. Some organizations send their applications to SAP-Pakistan expressing their interest to join the process.
2. SAP-PK asks bigger NGOs, having extensive network with the CBOs working in rural areas, to nominate the potential CBOs for training.
3. Coordinating Councils of SAP from all the four provinces recommend CBOs for RDP selection.

Selection of the Organizations:-

SAP-Pakistan has developed a criteria of selecting the CBOs for RDP training which is as under:

1. The leadership of the CBOs should consist of the inhabitants of that particular area.
2. The leadership should also be from amongst the lower or the lower middle class of the society.
3. CBOs should be working at the rural level.
4. The CBOs willing to join the process of RDP could send its two members (one male and one female) to participate in the series of workshops throughout the year.
5. They should have progressive thinking having the inclination for development.
6. They should have belief in gender equity in the process of development.
7. The NGOs being run by women activists and working in the urban areas will get the priority.
8. Armed or the terrorist organization are not eligible.
9. The NGOs of the Minorities will also be given priority.

Short Listing:-

The applicant CBOs are short-listed according to the criteria and the process of short-listing goes on throughout the year.

The team of the Capacity Building Division visits the selected CBOs and meet their members and the community to finalize their names. As many as 40 organizations, (20 from one Province) are selected for the purpose.

After the formal selection SAP-PK direct the selected CBOs to nominate their two members (one male and one female from each CBO) to participate in the series of workshops. The nominated persons are supposed to be the members of the CBOs. They should be willing to complete the training. They should proper education and be able to participate in the year-long have process competently.

SAP-Pakistan believes that a concrete and positive change in the existing control over the means of production and access to key services is required to bring about reforms in the fundamental institutions which could be realized only if the resources of the country are developed equitably. The most important resource of a country is its people. SAP-PK also believes that the existing inequalities can be alleviated through mass movements so the RDP planners, through exhaustive brainstorming, chalked out a frame of workshops to develop the ignorant people into conscious citizens by creating an understanding about the issues. Contents of the workshops were decided very carefully to help participants of the workshops understand the background and nature of their issues. These workshops also help develop linkages between the issues of micro level to those once at macro level.

It fact these workshops are linked together and produce an effect of continuous process of learning instead of a series of independent activities.

Since the beginning of the Resource Development Program in 1991, it had been revived every year in the light of the observations and experiences of the staff of RDP, views of the CBOs, feed back received from the communities of the respective CBOs and the comments of the activists. Various changes have been introduced at various stages in the themes, timings and contents to make the program mere effective and successful.

According to the latest format of the RDP (2001) it comprises a serial of seven workshops spread over 25 days.

1. Two-Day Mutual Acquaintance Workshop:-

Contents:

- Introduction of SAP-PK
- Introduction of RDP
- Introduction of Participants and CBOs

The agenda of the Mutual Acquaintance workshop is to develop mutual acquaintance among the SAP-PK and other participating CBOs/groups. All the participants are asked to introduce themselves and present a brief introduction of their respective organizations. Thus a favorable and informal atmosphere is created for all the participants to speak out about their experiences.

Introduction of SAP-Pakistan and Resource Development Program is also presented in this workshop. It helps develop a basic relationship between the SAP and CBOs/NGOs. Moreover CBOs/NGOs receive RDP.

The Mutual Acquaintance Workshop also helps Judge the participants whether they are serious to learn and participate in the training process or just want to get some money. Non-serious CBOs are just dropped out at the initial stage instead of investing more time, energy and money of SAP.

2. Four-Day Development Orientations Workshop:-

Contents:

- Concept Development (Difference between welfare and Participatory Development).
- Development of Paradigms
- History of Development
- Situation Analysis
- Strategy to conduct the base-line survey

The four-Day Development Orientations workshop aims at conducting debate on the difference between the welfare and participatory development approach. The participants are briefed that only participatory development process lead, towards sustainable development. Detail discussion on development strategies and paradigms, micro/macro analysis of the socio-economic situation prevailing in the respective communities of the participating CBO, is also held.

The workshop also involves the participants in designing a base-line survey employing indicators identified in the socio-economic analysis of their respective communities.

Gender issues are also discussed to help the participants acquire a more gender-sensitive approach towards development.

The facilitator use participatory methodologies to achieve full participation of all the participants. Discussions are initiated and concepts are clarified during informal discussions. The facilitator makes sure that every participant is sharing the experiences and is involved in the process.

The workshop concludes with the assignment given to all the participants to conduct base-line surveys of their communities villages using the proforma they had developed during the workshop.

3. Six-Day Capacity Building Workshop:-

Contents:

- Analysis of the Survey
- Classification/prioritization of the issues/problems.
- Life Cycle of an organization
- Colonial policies and their repercussions on development
- Development of leadership
- Analysis of SWOT (strength and weaknesses)

The contents of the Capacity Building Workshop had been decided keeping in view the purpose to enable the participants to integrate the concepts of development in their work.

The workshop starts with a review of the Orientation Development Workshop held earlier. Then a detailed discussion is held on the outcomes of the base-line surveys conducted by the participatory CBOs assigned to them in the Orientation Development Workshop. Necessary technical skill is imparted to them regarding the analysis of the outcomes of the base-line surveys to identify and prioritize the issues of their respective communities. Moreover their conceptual approach towards development is made more refine.

Colonial policies and their repercussions on development are discussed in detail to make people understand the issues in depth related to their communities.

Deliberations, about various approaches to strengthen the CBOs and improve their workshop are also made to help CBOs restrict their organizations, review their projects and redesign those to cope the needs and requirements of their

communities. The participants learn organizational dynamics and develop strategies for effective group work.

The workshop also focuses on the strategy on the “goal setting”. An open discussion is held about the reasons of failure to achieve a goal.

4. Six-day CBOs Management Workshop:-

Contents:

- CBOs Programming
- Report writing and Documentation
- Community Mobilization Skill
- Structures and Systems

CBOs Management Workshop is the fourth activity of the RDP process. The workshop starts with the review of the Capacity Building Workshop held earlier. Before participating in the CBOs Management Workshop the RDP trainees had completed base-line surveys, and identified and prioritized the issues of their communities. Now they need further guidance about programming which includes skill to write project proposals, information about the provision and management of the resources, budgeting, methodology and mechanism of implementing a program and execution. The contents of the CBOs Management Workshop have been designed to provide all the information and skill required for programming (from writing project proposals to implementation).

Remedial measures are discussed to address the identified issues and participants are encouraged to put up suggestions based on their observations, views and experiences.

A session to discuss “Goal setting” is also included in this workshop to help participants understand the definition of goal of a CBO since it is very important factor in its management. The experiences of many CBOs had revealed that they had failed to achieve the goal just because they had not planned properly, not measured accurately and assessed their capacity wrongly. The CBOs participating in this workshop are provided proper guidance in this regard.

Later a presentation is also given to the representatives of the CBOs about the life cycle of an organization.

Various experts are invited in this workshop to impart technical know-how for the various systems including Finance and Administration to make the CBOs functional in an effective manner.

The required skill for the planning and implementation of various development programs like income generation, health, non-formal education and environmental conservation is imparted to the participants of the workshop.

Efforts are also done to develop the leadership qualities among the representatives of the CBOs/NGOs for enabling them to lead a group of activists successfully.

In short the CBOs Management Workshop focuses on imparting and improving skill to write project proposals and technical know-how required for organizational management.

The workshop concludes with the assignment to the participants to develop projects based on the outcomes of the surveys conducted by them to address the issues of their communities.

5. Three-Day Advocacy and Networking Workshop:- Contents:

- What is Advocacy
- Rights and Responsibilities
- Networks and Networking
- Role of Networks in generating voice and action

SAP-Pakistan knows very well that effective communication is a key to success. The RDP for the purpose stresses upon the improving communication skill through various means like posters, year calendars, special reports, illustrative material on workshop findings and booklets depicting the achievements of various partner organization.

The Advocacy Workshop is designed in such a way that the participants can understand the meanings of term "Advocacy", its importance in resolving the issues and various tools of advocacy. Realizing the fact that effective advocacy plays a vital role in developing the linkages and networking among the CBOs for collective action, skills of effective communication are imparted to the participants of the workshop.

A detailed discussion on the network and networking is an important component of this workshop. Efforts are made to inculcate the various means of advocacy to the activists, participating in the workshop for enabling them to develop linkages with the government functionaries, donors to seek resources, other organizations at local, district, provincial, national and international level.

The workshop also help the participants understand the nature of advocacy issues, particularly in relation to the charter of the united Nations for Human Rights and the constitution of Pakistan.

6. Three-Day Gender and Development Workshop:-

The Gender and Development (GAD) Workshop aims at promoting GAD concepts as one of the core principles of its development philosophy and vision. Traditionally the Pakistani society is the male dominating and women have been attributed to a secondary and subordinating role. As a result of this they cannot enjoy the equal opportunities of health, education, mobility, income generation, and rights of decision.

The contents of GAD had been designed in such a manner that the workshop helps participants understand the term "Gender" and its related issues. Detailed discussions are held to bring into the limelight the adverse effects of the gender bias is on the development of a person, family and of a nation.

Through dialogue and participatory methodology, the participants are made to understand the fact that the development of a family and a nation could not be possible without active participation of the women folk.

Moreover equal opportunities of all the human rights i.e. health, education, mobility and rights of decision, should be awarded to them for achieving the purpose.

The workshop also enables the participants to foster a gender sensitive approach in their organizational structure and program areas.

7. Three-Day Financial Management Workshop

Contents:

- Budgeting
- Book keeping
- Maintenance of cash books, ledger and vouchers
- Utilization of local resources

The three-day Financial Management Workshop imparts detailed orientation on key subjects of financial management like budgeting, record and book keeping, accounting and trial balance etc. Besides the nominated members of the CBOs regularly participating in these workshops the officials related to the Financial Management of these CBOs are also called to attend these workshops for improving their skill and capacity.

8. Three-Day Inter-Provincial Workshop:

Contents:

- Inter-Provincial gaps, reasons and solutions
- Networking

For SAP-Pakistan, collective action has been one of the cherished ideal and it has made efforts to bring people together from grass roots and encouraged them to interact with other institutions, organizations and individuals at provincial, national and international level.

To link up its partner organizations a three-day inter-provincial workshop is organized at the end of the year and all the participants enrolled in the RDP from both the provinces are invited to attend the workshop jointly to share the learnings of the whole process. Apart from this the occasion also provides them an opportunity to exchange their experiences, learnings and opinions with the participants from other provinces. The outcomes of this exchange of experiences and debate help solve the issues of the national importance.

The workshop also provides an opportunity to the participants to appreciate the nature and dynamics of networks operating at various levels for collective action and change. Moreover the aim of the workshop is to initiate a debate on inter-provincial conflicts, their background and history, cultural differences and political, ethnic and tribal strifes.

Another important objective of the workshop is to analyze the role of the State in the context of the human rights. The participants, first, analyze the situation of human rights in the community and afterwards linkages are established to the situation obtaining at macro level.

Before concluding certificates are awarded to the representatives of the CBOs who have regularly participated in all these workshops. They are called RDP Graduates.

Intervention of Program Partnership Division:

Community-based organizations, preferably trainee graduates, after developing the project proposals, submit the same to the Program Partnership Division. PPD assesses the project, discusses it with the members of the CBOs as well as with the community and if it feels that the particular CBOs have the potential and capacity to run the project it seeks funds from Canadian partners. If it does not find the project proposals in lines with the community needs, guidelines are given for further improvement.

The projects approved mostly address the issues of health, education, income generation, environment and advocacy. SAP-PK also lays emphasis on the cross cutting issues like poverty alleviation, gender equity, civil society, human rights and social justice etc.

Henceforth, PPD further refines the selected proposals and submits those to the National Council for approval. After approval the final proposals are sent to SAP-Canada which hunts Canadian partners for their funding.

Once any Canadian NGO agrees to support the project of any local organization, SAP-PK initiates a partnership agreement between the Canadian NGO and the Pakistani CBO.

During implementation phase, the PPD staff visit the project partners regularly and provide them technical support to implement the projects effectively and improve the organizational activities.

Methodology:-

The RDP had formulated some rules and regulations and a code of ethic for its whole process. The role of a trainer or a facilitator, according to this code of ethic, is that of a person who himself is willing to learn and not that of a teacher. He develops and maintains an atmosphere most suitable for free and open discussion so that each and every participant could participate with full zeal and enthusiasm. He conducts the workshop in such a manner that every participant could get the opportunity to express him or herself, ask questions and thus could learn and acquire knowledge from others experiences. Facts are revealed to everyone and no information is kept hidden. The participants are encouraged to discuss and analyze the points raised by others. Such a friendly, informal and free atmosphere lessens the gap between the trainer or the trainees. Moreover it develops confidence among the participants which is an important element in their capacity building.

Though the agenda for every RDP workshop is designed earlier yet the participants are not kept bound to that agenda. They can change or reshuffle it according to their needs and interests. The workshop is always conducted in a way which is proposed and liked by the participants.

Apart from this the participatory learning methods are adopted in the workshops which help in enhancing the interest of the participants in the topics being discussed in the workshop. The methods include small-group-discussions, open discussions, debate in larger groups, role plans, focused-group discussions and visits to the project areas of other organizations. These techniques ensure spontaneous participation of every participant.

Follow-Up-Visits:-

Follow-Up-Visits are the most important segment of the RDP process. The plan of action of RDP is designed in such a way that these visits are made after one month of every workshop. Each organization is visited and their progress is monitored to gauge the impact

of RDP on the performance of CBOs. These visits also help in doing the judgment that how much successful are these CBOs in implementing their learnings from RDP workshops. The people living in the jurisdiction of that particular organization are interviewed to get information about the change brought about in their thinking and views.

The opinion of the general people, particularly that of women, residing in the areas of the respective CBOs, is an important element to determine the impact of the RDP training imparted to the CBOs. It also helps in forming an opinion about the performance, efficiency and sincerity of the activists of the CBOs. That is why special meetings are arranged to interview the people, particularly women of the respective areas and their views are given due importance in the further proceedings.

The staff of the Resource Development Program hold meetings and discussions with the Management and Executive Body members of the CBOs and provide them the required guidance.

Provincial Coordinating Councils (CC's)

South Asia Partnership, Pakistan, observed that the participatory organizations involved in the Resource Development Program, after a year long association had a strong desire to maintain their links not only with SAP-PK but among the fellow CBOs/NGOs. It was a difficult task to maintain contacts with all the graduate organization since their number is increasing every year.

To cope the situation, the proposal of setting up Coordinating Council was put up in July 1993 during an Inter-provincial workshop which was approved unanimously. Thus the Coordinating Councils (CC's) were set up with the aim to strengthen the broad-based collaboration and cooperation among the CBOs network at provincial level so that a socio-economic change in the society could be brought about.

CC's serve as a strong platform for RDP member organizations to provide an opportunity of learning through the experiences and observations of their fellow CBOs. These also help raise voice on collective socio-political issues faced by the communities of the respective organization. Ensures the provision of informations based on the experiences of the communities, being received by the RDP graduate organizations from their respective areas. The information thus received emphasized the need for taking collective action and concrete steps to highlight the issues and grievances of the people at the provincial and national level so that their voice become due powerful and a participatory process could become possible on account of mutual training and exchange of experiences of fellow CBOs.

The year long association among the RDP partner organizations developed into more strong ties and solidarity regarding miseries and issues being faced by them respectively. Whereas it is a bare truth that issues have deep roots in the systems the remedies of which could be possible only by the collective action of the society. For the purpose the CC's involve the CBOs and groups of activities from the grass roots level into a collective strife against poverty, illiteracy, injustice and exploitation.

The Provincial Coordinating Councils also play an active role in minimizing the tension and conflicts, if any, between an organization and the community as well as among the organizations by implementing programs following participatory approach.

To facilitate SAP-PK or RDP for holding dialogues on significant issues of provincial level is another major liability of the CC's. These also help develop consensus among the participatory CBOs to build an opinion about the topics selected for advocacy like women

and children's rights, minimizing the tensions on the basis of race, sect, language and religion. The opinion thus developed provide a sound base for the collective action.

At the national level these CC's never hesitate to forge unity among the partner organizations to raise collective voice against the issues of national importance. For the purpose they collaborate with each other through correspondence and visits.

The best example to be quoted is the collective action launched by the Coordinating Council, Punjab, "Network for Community Empowerment" against the Government's anti NGOs Bill in 1996. To demonstrate protest against the anti-NGO bill the Coordinating Council, under the umbrala of SAP-PK, called for a number of community-based organizations, not only from Punjab, but from all over the Pakistan, to forge unity among them and raise voice against this anti civil society Bill. SAP-PK, in collaboration with its CC's, disseminate information among CBOs/NGOs about the adverse effects on the civil society institutions caused by the implication of the Bill, as a result of which the voice of SAP-PK become more forceful and vigorous. Consequently the collective action of the CBOs or in other words of the society forced the Government to refrain from passing the legislation against the NGOs.

At present four Coordinating Councils are functioning in the four provinces of the country under the auspices of South Asia Partnership, Pakistan. Every CC has more or less 50 member organizations which are going on increasing with the passage of time as all the organizations participating in the Resource Development Program became the member of their respective Provincial Coordinating Councils.

Coordinating Council	Set up in the Year	Member Organizations
1. Bhit Shah Coordinating Council, Sindh.	1992	62
2. Sarhad Coordinating Council, NWFP	1993	44
3. Network for Community Empowerment	1994	30
4. Balochistan Coordinating Council, Balochistan	1995	36

As a policy mater, SAP-PK does not interfere directly in the matters of the organizations, evolution of the coordinating Councils and in defining their roles, responsibilities and scope of work. Though the uniformity, regarding principles and objectives of all the CCs can be observed yet they are independent in formulating their own strategies in compliance with the socio-economic culture of the community they are working for. Moreover the methodology, adopted to address the issues being faced by their communities, is also solely depends on their own will.

The emergence of the Provincial Coordinating Councils as democratic institutions growing upwards from the grass roots level is, no doubt, a grand achievement of SAP-PK. The South Asia Partnership, Pakistan, provides full support to CCs, financial as well as in capacity building for facilitating their functioning and thus strengthening the long-term process of participatory action.

Goal: -

To strengthen and organize the CBOs and their network for enabling them to bring about a socio-economic change in the community.

Objectives:-

- To extend cooperation and full assistance to the member organizations for formulating new groups of activists, improve their capacity to design, implement and monitor the development programs.
- To promote and strengthen the liaison and harmony among the member CBOs, help them devise strategies to launch development community-based programs, keep the process of learning and sharing of experiences continue and above all to help solve the mutual differences and conflicts amicably.
- To identify the new issues emerging at local, national and international level, apprise the partner CBOs/NGOs of these issues and motivate them to address these issues particularly socio-political and human rights through collective action.
- Help Provincial Coordinating Councils develop and implement sustainable and self-reliant programs.

Norms and Values:-

- Ensure the participation of all the members in the process of decision making, planning and implementing to strengthen the democratic process.
- Take decisions following democratic norms and values.
- Delegation of powers and deputation of liabilities are to be made in a democratic way.

Infrastructure:-

1. Provincial General Body.
2. Provincial Executive Body.
3. District Councilor and District General Body.
4. Provincial Coordinator.
5. Treasurer



Evolution of RDP

RDP in the Last 10 Years (1991-2001)

The premier objective of the SAP-PK is the capacity building of the community-based organizations to enable them to undertake effective activities aiming at long term development of the community. To achieve this premier objective and in response to the conceptual attitudes and institutional needs of the CBOs, SAP-PK launched Resource Development Program in 1991. The RDP process was designed on lines peculiar only to enable the CBOs to become viable and sustainable media of social change.

Background of RDP:

South Asian Partnership's rapport with the community-based organizations, during the process of its foremost activity i.e. project support, revealed that most of the organizations were still in a formative phase. Though most of the organizations and groups were ambitious to address the issues of their communities yet they needed to be imbued the spirit of participatory method for community development. SAP-PK also observed that they lacked the capacity and vision to act as viable and sustainable tools of social change.

Initially SAP-PK focused on providing project support to the CBOs/activist groups but could not achieve its objective regarding a paradigm of integrated long-term development. That was why SAP-PK decided to focus on its main objective i.e. capacity building of the community-based organizations instead of emphasizing on project support. The idea behind this decision was that the development workers/social activist, through their organizations, would develop their communities into conscious citizens. Thus the capacity building and not the project support became the niche of SAP-PK.

Definition of Capacity Building:

Capacity building as defined by SAP-PK is to empower the CBOs/groups for enabling them to undertake the activities effectively aiming at the long-term development/social needs of their communities.

Motives Towards Capacity Building:

Since capacity building became the core point of the activities of SAP-PK, it took an important initiative of assessing the needs of the CBOs in this perspective. SAP-PK proposed a performa for the purpose and contacted the CBO/groups already in liaison with SAP-PK to fill this particular performa.

The outcomes based on the responses from the CBOs revealed their conceptual, attitudinal and institutional needs. These outcomes are as follows.

- Selection and demarcation of the area or sector where a CBO should execute its work effectively.
- How a self reliant community development could be initiated.
- How the people's participation in community development program be increased.
- Planning, designing, formulation and implementation development projects.
- Tapping the local financial and material resources for community development.
- Management of the technical and financial aspects of the program activities and the organization itself.

Keeping in view the conceptual and institutional needs of the CBOs from various parts of the country, SAP-PK evolved a comprehensive program for capacity building of the CBOs working at grass roots level for enabling them to become viable and sustainable media of social change, titled Resource Development Program. The goal and objectives of RDP were decided by SAP keeping in view its niche i.e. capacity building of the CBOs, for their empowerment.

Goal: -

To strengthen and organize the CBOs and their network for enabling them to bring about a socio-economic change in the community.

Objectives:-

- To extend cooperation and full assistance to the member organizations for formulating new groups of activists, improve their capacity to design, implement and monitor the development programs.
- To promote and strengthen the liaison and harmony among the member CBOs, help them devise strategies to launch development community-based programs, keep the process of learning and sharing of experiences continue and above all to help solve the mutual differences and conflicts amicably.
- To identify the new issues emerging at local, national and international level, apprise the partner CBOs/NGOs of these issues and motivate them to address these problems particularly socio-political and human rights through collective action.
- Help Provincial Coordinating Councils develop and implement sustainable and self-reliant programs.

Strategy:

The strategy of the Resource Development Program is based on an approach of imparting training, through a continuous process, to the participatory organizations about the various skills required to make CBOs functional in an effective manner. The RDP strategy also based on the approach of involving the participants of the workshops in dialogue, action and reflections. The trainees are involved in a dialogical process through which they learn new ideas, share their experiences and sharpen their concepts regarding development. The program also involves the CBOs/groups in implementing their ideas through community activities and organizational actions.

The main thrust of the Resource Development Program was to build the capacity of the community-based organizations/groups of activists and non-government organizations for planning and executing the development projects. RDP also aims at enabling the local CBOs to become viable and sustainable media of social change.

According to the plan the program was divided into annual phases. In view of the fiscal constraints and human resource limitations it was decided that the program will be conducted in two provinces each year and thus all the four provinces would be covered in a two-year cycle. The strategy was devised to identify the 240 organizations from all the four provinces of the country to build their capacity and promote participatory dialogue as an effective tool of communication among communities/CBOs/NGOs.

On account of the assumption of the RDP that a leader of a CBOs or an activist belonging to that particular community is the best mean of building the capacity of his/her organization/group and community, it was planned initially that one or two nominees from each identified organization would be selected for the Resource Development Program. The program planners also made it mandatory for the participatory organizations to see that the nominees, once selected for the program, would participate in the year-long activities. However later it was suggested that two participations (one male and one female) should participate in the RDP training process. The reason for introducing this change in the strategy was that the SAP-PK's monitoring reports indicated non-participation of the organizations in case their nominee could not continue the year-long process for some reasons. Another reason for this change in the policy was to encourage the women participation in the RDP training.

The core activity of RDP, initially, comprised a series of six workshops based on participatory dialogues, among the participants and the program staff, on the stipulated issues and subjects. Actually these workshops are co-related and a continuous process of learning. Their contents, themes, methodologies, timings and focuses are all well planned and designed which took the participants through the paces of well thought out drill in participatory development. The participants, after a year-long activities, acquire the status of RDP Graduate and become capable to understand the social issues of micro and macro levels. They also become capable to develop links among the CBOs of SAP Network, other NGOs of local, district, province and of national levels by advocating their issues effectively and thus become able for collective action if needed.

Follow-up visits (both with the program staff and within the participatory organizations/groups extended by the RDP, were also an important segment of its strategy. Extensive assignments to be carried out by the participatory organizations in their communities also formed an essential part of the strategic plan.

Workshop Design:

Through exhaustive brainstorming of the program designers regarding the workshop design it was resolved that the participants should not be treated as passive recipients. Instead they would be motivated to speak out about their experiences, knowledge, proposals and analysis about socio-political needs of their respective communities. Thorough analysis of the workshop design also determined the role of the facilitator as that of a person who develops a favorable atmosphere for all the participants to share their experimental knowledge. His/Her role should not be like that of a teacher who transfers his knowledge only through monologue.

The program parameters demanded two-way communication, (among the participants and the facilitator) for providing an opportunity to exchange the ideas and to channel the dialogue so that the whole exercise could bring forth a synthesis along projected developmental approach.

Although, the specific objectives and themes for each workshop, reflecting the RDP goal, were defined yet it seemed self contradictory to compel the participants to take into account the pre-conceived agenda without considering its relevancy with their community needs.

Instead the program designers resolved to prepare flexible and tentative agenda emphasizing the focuses of the RDP i.e. analytical awareness, critical social consciousness understanding of various development paradigms, and approaches, attitudinal changes, social activism and management skills (organizational and programmatic). It was decided

that the participants would be allowed to reshuffle the agenda at the beginning of the workshop in view of their specific requirements, expectations and interests. "The Workshops will proceed in a manner adopted by the participants", the RDP planners decided with the expectations that the participatory procedure thus adopted would elicit and increase the sense of involvement and participatory spirit of the exercise.

Aims:-

1. Empower 480 participants, two from each of 240 CBOs from all the four provinces of the country, in a period of five years for undertaking social, political and economic analysis at micro as well as macro level aimed at defining the development needs of their respective communities.
2. Enable the communities to proceed towards optimum realization of the human potential by educating the participants of the RDP program how to channelise the local human and natural resources through participatory development activities.
3. Initiate a process to set up links for forming a network of various CBOs/NGOs with the objective to address social/development issues beyond local parameters through some common approaches towards social activism.

Implementation Plan:-

SAP-PK developed an exhaustive plan for the effective implementation of the Resource Development Program. It governed the whole RDP process all over Pakistan.

According to the plan and in view of the fiscal constraints and human resource limitations it was decided that the program will be organized in two provinces each year and thus all the four provinces would be covered in a cycle of two years. The strategy was devised to identify male and female participants from 240 organizations from all the four provinces of the country to build their capacity by promoting participatory dialogue. Initially the program was divided into nine stages which were as follows.

1. Identification of CBOs/groups.
2. Selection of the CBOs/groups identified.
3. Preparatory Stage
4. Mutual Acquaintance Workshop
5. Orientation and Development Workshop
6. Capacity Building Workshop
7. Skill Development Workshop
8. Inter-Provincial Workshop
9. Follow up visits

Capacity Building Division's Intervention:

1. Identification:

The primary task of identifying the community-based organizations and groups working at the grass roots level, willing to work with SAP-PK on a long term basis to evolve a shared vision of development, is undertaken by the Capacity Building Division. The identification is done in various ways. Initially some CBOs were identified by other organizations and referred to SAP-PK while some groups of activists or individuals come across the SAP-PK staff during their field work under other programs. Some CBOs/NGOs are recommended by other bigger organizations having extensive network with the CBOs working at grass roots level in the rural areas.

The process of identification and short listing, according to the criteria fixed by the RDP planners, goes on throughout the year and the CBOs are finalized at the end of each year for the next year activities.

Moreover the CBD personnel interact with RDP and other divisions and provide their input in programs and activities organized by them whenever their expertise or services are required. In fact the work of all the four divisions of SAP-PK i.e. (1) Capacity Building Division, 2) Program Partnership Division, 3) Development Support Communication Division, 4) Finance and Administration Division) and Gender Development Desk (GAD), is coordinated and inter-related in a manner that the outputs and outcomes of the one provides feedback into the program design of the other.

2. Selection:-

Realizing the fact that the activist or the leader of a CBO from amongst his own community is the best person who can bring a healthy and positive change in the society by mobilizing the community in a more effective way. SAP-PK gives priority to the activists, residing in their own communities, for RDP process.

The development workers from lower or lower-middle class, particularly those working at rural level, qualify the selection criteria of SAP-PK.

SAP-PK believes in equity in all spheres of life so it provides equal opportunities to men and women. To encourage the women activists to play their due role in the social development, the NGOs run by women, working at rural or urban level, receives great favor from SAP-PK.

The Minorities in Pakistan, particularly those who belong to lower or the lower middle class, live in a miserable plight and are deprived of the equal rights of citizenship due to separate electoral system and other discriminatory laws. SAP-PK gives due encouragement to the CBOs/NGOs of the Minorities to join RDP training for empowering them to solve the issues of their communities.

On the contrary armed and terrorist organizations are not eligible for the program. The team of the Capacity Building Division visited the selected CBOs met their members and their respective communities to finalize their names for the scheduled workshops of RDP.

Preparatory Stage:-

The preparatory stage basically involves the planning and designing of the activities to be undertaken by the RDP staff during the whole year. A detailed work plan is prepared by the staff for the purpose. The selected CBOs are directed to nominate their one or two representatives for the series of the workshops. Moreover the exercises for the need assessment of the participatory CBOs are undertaken and in the light of the outcomes of these exercises program activities for the whole year are designed.

In the first phase of RDP commencing from 1991 -----six workshops spread over 19 days in one year were designed. The themes covered by these workshops were as follows:

One-day Mutual Acquaintance Workshop:

- Mutual Introduction of the participants.
- Brief description of their respective organizations, their objectives, hopes and experiences.
- Brief overview of SAP-PK.

Three-day Orientation Workshop:

- Conceptual clarity regarding welfare and development
- Brief history of development in the world, South Asia and specifically in Pakistan.
- Participatory methods of organization, programming and planning.
- Situation analysis tools.
- Methods of a social survey.
- Training for developing a base-line survey.
- Assignments to the participants to conduct base-line surveys in their communities to identify the issues.

Six-day Capacity Building Workshop:-

- Recap previous workshops; review their grasp over conceptual development.
- Analysis and sharing of the outcomes of the base-line surveys by the participatory CBOs.
- Need assessments of the communities, management, programming of NGO/CBO, setting objectives and goals.
- Need prioritization.
- SWOT analysis (sharing strengths, weaknesses, opportunities and threats to the organizations of the participants).
- Life cycle of an organization.
- Various types of leadership in a society.
- Tools of communication.
- Self-reliant, sustainable and community-based programming to address the community needs.

Six-day Skill Development Workshop:-

- Review of previous workshop.
- Review of the development programs designed by the participants.
- The situation of human rights in the society. The status of Minorities.
- Designing, health, non-formal, education, environmental, conservation and income generation projects.
- Incorporation of advocacy in long-term programs.

Two-day Financial Management Workshop:-

- Budgeting and Accounting procedures.
- Book keeping, Maintenance and vouchers, ledger.
- Identification, tapping and utilization of local resources.

Three-day Inter-Provincial Workshop:-

- Review the year-long RDP process.
- History of the social development in Pakistan. Analysis of Human Rights situation in the country and the role of the State in the context of HR.
- Nature, type and importance of collective action towards social development.
- Inter-provincial gaps, reasons and recommendations.
- Vital Role of Networking.
- Certificate distribution among RDP graduates.

Project Support:-

Although the main thrust of SAP-PK is on the capacity building of the community-based organizations, considering them the best tools of sustainable development, yet it provides the project support to enable them to implement the projects/programs in their communities successfully and thus to fulfill the mission of SAP-PK.

During RDP, orientation is imparted to the CBOs to develop project proposals in lines with the needs of their communities. It is here PPD intervened the fray.

Intervention of Program Partnership Division (PPD):

After concluding training under the aegis of RDP, all partner organizations develop project proposal of two-year duration (long-term support) and submit the same to the Program Partnership Division.

Project Assessment Visits of these organizations are conducted by the PPD during which the project and SAP-PK's assessment is discussed with the members of the CBOs as well as with the community. On finding the capacity and potential of a particular CBO to run the project, the Division seriously considers the proposals for funding from Canadian partners of SAP-PK and further guidelines are imparted for improvement.

Henceforth the Program Partnership Division further improves the selected project proposals and submit the same to the National Council for approval. After detailed discussion on the projects with the CBO and approval by the NC the project proposals are sent to SAP-Canada which, in turn, hunts Canadian partners for their funding. The PPD maintains liaison between the SAP-PK's Canadian partner and the community-based organization and provides updated information of the project to both of them. As soon as the project is picked up by a Canadian partner and SAP-PK receives green signal the work on the project starts.

Pre-Project Implementation workshop is conducted to impart training to the CBO for preparing logical framework analysis. An agreement is signed between the CBO and SAP-PK and the first installment is released. After every six months PPD organized a Project Review Workshop in each province. The members of the organization running on-going project in that particular province participate in the workshop and analyze the project and its outcomes. Often the members of the communities for whom the project is meant for are also invited to participate in the Project Review Workshop to give their comments on the project.

The workshop has its own significance and serves two important purposes: (1) it provides an opportunity to SAP-PK to share its analysis of the CBOs with its office bearers. (2) It provides a forum to review critically the analysis of both the SAP-PK CBO in the light of the comments of the beneficiaries which are much more important.

During 1991-2001 SAP-PK provided support to programs/projects and short term activities implemented by partner organizations. The partners included RDP graduates CBOs/NGOs Coordinating Councils and those NGOs and CBOs also who were not part of the RDP process but whose programming approach was in lines with the SAP's development approach and strategies.

The projects approved by SAP-PK mostly attempt to address the problems in the areas of health, education, environment, income generation and advocacy. At the same time their

underlying emphasis was also on cross cutting issues like Human Rights, Civil Society, Poverty Alleviation, Gender Equity and Social Justice.

It is not easy to have an accurate number of direct and indirect beneficiaries. However a rough estimate of expected direct beneficiaries put the number to over 50,000 and indirect beneficiaries to nearly 200,000.

SAP-PK disbursed more than Rs. 11,382,519 to support 178 projects during 1991-2001. The maximum amount for funding the project was Rs. _____ whereas the minimum amount was not less than Rs. _____

First Cycle:

1991-1992 : Punjab – Sindh
1992-93 : NWFP – Balochistan

The first batch of RDP was conducted in 1991 – 1992. As envisaged in the strategic plan of the RDP two provinces were to be covered in one year. Punjab and Sindh were focused during the first year of the program. Actual implementation of the program commenced in July 1991 with the identification of the participatory CBOs/Activists groups and the selection of the nominees for the program while the preceding months were spent on planning and designing the activities to be undertaken.

Implementation Process:

Initially the Resource Development Program was divided into seven stages.

- Identification and selection of the CBOs/Activists groups.
- One-day Mutual Acquaintance Workshop.
- Three-day Orientation Development Workshop.
- Seven-day Capacity Building Workshop
- Five-day Skill Development Workshop.
- Two-day Inter-provincial Workshop
- Follow-up visits

Identification/Selection of the CBOs:

The Resource Development Program, in its initial year, had no introduction in the community so the CBOs/activists groups were identified from among the contacts and working relations established by SAP-PK during the prior years. The organizations/groups, who had received the project support, were also contacted to participate in the RDP training program however it was not essential that the participatory organizations should be project holders. Formal letters were written to the identified CBOs, with a brief introduction of the Resource Development Program, its goals, objectives and its methodology. CBOs/NGOs/Activists groups, offering their willingness to participate in the program, were later visited by the RDP staff. Meetings were held with the CBOs/NGOs members and the community before finalizing their names.

Later, with the consent of the participatory CBOs, a central place convenient for all was selected for holding one-day Mutual Acquaintance Workshop.

The composition of the workshop regarding male/female participants as well as rural/urban organizations is given in the table below:

Male-Female Composition:

Province	No. of Org.	Participants		Total
		Male	Female	
Punjab	21	21	10	31
Sindh	33	32	15	47
Total	54	53	25	78

Rural Urban Composition:

Province	Organizations		Total
	Rural	Urban	
Punjab	4	17	21
Sindh	25	8	33
Total	29	25	54

Despite the fact that the CBOs/NGOs/Activists groups had no know-how about the RDP yet the number of requests, by the various CBOs to join the program, were quite large. However due to limited human and logistic resources of the program a total of 84 nominees were selected from 65 CBOs/groups from Punjab and Sindh according to the criteria mentioned below.

- The potential participants should belong to a CBO/group.
- The participating CBOs/groups should have expressed some capacity building needs.
- The participants should have some education and ability to learn about the difference between welfare and development approach.
- CBOs/groups should have expressed the willingness to participate in the year-long activities of RDP regularly and share the learning with the members of the CBOs/group and the general people of the respective communities.
- Preferably a rural based CBO.

One-day Mutual Acquaintance Workshop:

Contents:

1. Introduction of the participants and their respective CBOs/groups.
2. Introduction of SAP-PK.
3. Introduction of RDP.

The participants of the one-day Mutual Acquaintance Workshop, were asked to introduce themselves individually. They were also asked to present brief introduction of their respective CBOs/Activist groups which created a favorable and informal atmosphere.

The facilitator provided proformas to the participants enquiring about the objectives of their respective organizations, activities in the communities and their membership.

He also presented the detailed introduction of South Asia Partnership, Resource Development Program, its goal, objectives and strategies.

The Mutual Acquaintance Workshop helped develop a basic relationship between SAP and CBOs/NGOs/Activists.

The important development emerged from the mutual acquaintance workshop was the decision to conduct the workshops for the male and female participants separately in Sindh due to specific cultural constraints. However the participants from Punjab did not express any objection regarding joint male/female workshops.

Three-day Orientation Cum Capacity building Workshop:

Contents:

1. Conceptual clarity between welfare and participatory development approach.
2. Situation analysis.
3. Strategy to conduct the base-line survey.

The workshop aimed at clearing the concept of development by adapting participatory methodology. The participants were divided into groups and asked to express their opinion about development, their expectations about the workshop and present the same before the plenary.

Adapting a participatory methodology to achieve full participation of all the participants the facilitator initiated a dialogue, based on the presentation of the participants, to make them understand the difference between the welfare concept and development approach.

During the next-day of the Orientation Workshop, meant for situation analysis, the economic, social, political, cultural and educational factors influencing individuals, families, nations, regions and the world were taken into account.

Participants were divided into groups and asked to come up with a comprehensive analysis of the socio-economic situation in their respective communities in the light of the above mentioned observations. After the group exercise the outcomes of the discussions in the groups were synthesized in the plenary sessions.

The workshop also involved the participants in designing the base-line survey of their respective communities employing indicators identified in the situations analysis. As it forms the basis of the project planning. The participants were asked to conduct the base-line survey of their respective communities by using the performas they developed during the workshop before they returned for the next workshop.

Seven-Day Capacity Building Workshop:

Contents:

1. Analysis of the survey.
2. Classification/prioritization of the issues/problems.
3. Life Cycle of an organization.
4. CBO programming and Management.
5. Project planning, designing.
6. CBO project evaluation tolls
7. CBO project visit.

The Capacity Building workshop held in Sindh on Dec 24 – 30, 1991 with the objectives:

- To facilitate the participants in reviewing their understanding regarding development approaches discussed during the previous workshops.

- To analyze the outcomes of the base-line surveys conducted by the participatory CBOs with a view to define the socio-economic composition of the communities surveyed along class, gender and ethnic lines.
- To initiate a dialogue about designing self-reliant, integrated, sustainable and participatory development programs.
- To visit some CBOs to streamline the findings of the discussions through on the spot applications.

Following the established practice of Resource Development Program, the first session of the workshop opened by taking a stock of participants, expectations with the current phase. It followed by the critical review of the previous workshop combined with the participants' experiences during the base-line survey. The participants were divided into groups and were invited to write down their expectations on the charts for a plenary session. They were also directed to submit the surveys they had been assigned in the preceding workshop.

As envisaged in the basic document of the Resource Development Program that the program would proceed forward in a manner which would be liked by the participants, a collective dialogue was held to review the impact of the previous workshop and the outcomes of the base-line survey, as per the decision of the participants.

As the discussion drifted towards need prioritization the participants, were asked to present a list of the problems being faced by their respective communities. Then a discussion was held to make them understand the difference between the self created problems and those needed concerted community action. Rules for need prioritization were shared with the participants and were asked once again to prioritize the need of their respective areas in the light of these rules. The base-line surveys were once again used as examples to demarcate the parameters of need prioritization.

Next day the discussion focused on goal setting. The participants, through discussion, revealed that the CBOs/NGOs failed to achieve the goals mostly due to they have:

- Not planned properly
- Not measured their capabilities accurately
- And have assessed their capacity wrongly

The CBOs, participating this workshop, were provided proper guidance in this regard and the term SMART (Specific, Measurable, Attainable, Realistic and Time Specific) was elaborated in detail to clearly define the concept of goal setting.

Later the discussion proceeded towards the life cycle of an organization. A resource person imparted technical know-how for the various systems of a CBO for enabling it to function in an effective manner.

The next session focused on imparting knowledge about leadership qualities. As per the participatory methodology of the RDP the participants were divided into three groups and leaders were selected for each group with special instructions regarding their leadership roles. All the three groups were assigned to draw maps of their villages under the guidance of their leaders which were later presented and a detailed discussion was held about the leadership qualities.

CBO programming is an important topic of the Capacity Building Workshop. After conducting the base-line survey, situation analysis and consequent discussion about organizational management, the next step for a CBO was to draw an integrated and viable program, spelling out the activities envisaged to address the expressed needs and problems of the community, necessary skill and guidance was imparted to the participants about writing project proposals.

After a detailed discussion about situation analysis, identification and prioritization of the issues, and goal settings, the participants were asked to write project proposals. They were also guided that the program goal should be scaled into sectorial objectives such as health, education, income generation and environment conservation etc.

Later in view of the envisaged field visits, the participants were asked to develop a questionnaire to analyze the project to be visited.

The next day the participants visited the project sites, organized by different CBOs and made an effort to analyze the project with the help of the analytical indicators prepared a day before. Afterwards the participants presented their findings in the plenary discussion.

The workshop ended with the assignment given to the participants to improve their project proposal before the next workshop i.e. Skill Development Workshop.

Five - Day Skill Development Workshop:

Contents:

- Planning and Designing of CBO projects
- CBOs programming
- Financial Management

In consonance of the standing practice of the Resource Development Program, the Skill Development Workshop opened by taking a stock of participants' expectations with the current phase.

The session started with the presentations of the CBOs programs, developed by the participatory organizations as the task assignment. The plenary discussions on the envisaged programs revealed that most of the participants had prepared projects instead of programs. The facilitator collaborated the difference between CBO programming and a CBO project.

The first four days were spent on discussion on various projects for income generation, basic health, non-formal education and environmental conservation, proposed by the participants.

The first day debate on micro-entrepreneurial activities in the non-formal sector was initiated. The debate encompassed a brief resume of the history of the micro-level income-generation activities, its traditional and non-traditional approaches along with the broad view of the scope of such initiatives.

The day-long discussion about the possible ways to design and implement a micro-level income generation project helped the participants refining and improving their skill of writing project proposals.

Planning Community Basic Health project was the topic of the second day and the day long discussion structured on comprehensive view of the basic health initiatives, their scope, specific considerations in launching a basic health activity and the ways to design such projects.

Later the participants were asked to develop a sample basic health project with streamlined goals, objectives, scaling the implementation into different phases and designing the monitoring systems aimed at ensuring safe basic health services to the community.

Third day: The day started with the discussion about the definition of non-formal education, concept, strategy and scope of the home school education. Goals and objectives of the projects were also discussed.

Similarly an environmental conservation project was discussed on the fourth day. The dialogue started with the overview of the environmental situation in Pakistan enumerating air and water pollution, water logging on soil erosion, deforestation and poisoning of the food chain. The session also focused and global environmental problems on the local communities.

After heated discussion on the environmental problems, roles of the CBOs/NGOs and on the dynamics of the project designing, the participants were divided into groups and asked to develop sample projects for environmental conservation.

The projects thus developed were presented for plenary sessions and were analyzed. The last training event the RDP process in the Financial Management Workshop. Lack of financial management skill not only effects the execution and implementation of a project but increases the risk of corruption also. In view of this fact necessary skill for carving out the financial contours of a development program procedures for financial management during the implementation stage, reporting of the financial aspects of the activities, monitoring the financial aspects and maintaining financial transparency and accountability is imparted to the participants of the workshop.

The workshop concluded with the assignment to the participants to chalk out specific projects for their respect organizations in the sectors discussed during the Skill Development Workshop before participating in the Inter-Provincial Workshop.

Follow - Up Visits:

Apart from the usual correspondence with the participatory organizations the RDP staff undertook formal follow-up visits in the wake of Orientation Development Workshop, Capacity Building Workshop and Skill Development Workshop. One-day follow-up sessions were held with the participatory CBOs/NGOs to develop closer links with SAP-PK and to help them overcome the difficulties, if any, in carrying out different tasks assignments such as conducting the base-line survey and CBO programming. The activity also encompassed dialogues with the members of the CBOs regarding different aspects and concepts of participatory development evolved during the RDP workshops.

Three-day Inter-Provincial Workshop:

The Inter-Provincial Workshop held in Lahore with the objectives:

- To review the year-long RDP process to assess the success in clearing their concepts of participatory development approach, empowering the CBOs by building their capacity.

- To provide an opportunity to the participants from the other province to examine their perspectives on participatory development initiatives through exchanging their views.
- To develop harmony and linkages among the participants (CBOs/NGOs) from the two provinces.
- Distribution of Graduate Awards.

The workshop opened with the brief introduction of the participants and their respective organizations. They were also invited to share their impressions and learning from the previous workshops.

The facilitator presented a concise review of the development concepts and working modalities evolved during the previous workshop.

Later the participants were given a case study to ponder upon before the next day proceedings.

Next day the case-study was analyzed to determine the approach of the organization under study i.e. whether it was welfare oriented or development oriented. The main aim of that exercise was to develop a consensus among the participant about the participatory development approach.

This marked the end of the year-long training of the Resource Development Program.

The next day the certificate distribution ceremony was held and certificates were awarded to the participants who attended the year-long training regularly.

Year 1992 - 1993:

NWFP : 17 Organizations

Balochistan : 24 Organizations

Following the strategic plan of RDP the program was carried out in NWFP and Balochistan during the second year of first cycle (1992-93).

RDP training program being novel and unique, received a lot of popularity among the CBOs/NGOs/activists in every nook and corner of the country. The contents of the workshops, being under RDP process, were also very impressive and attracted more and more CBOs/activists towards it. A number of community-based organizations and activists contacted the SAP-PK office to get them enrolled in the RDP training.

As many as 17 organizations were selected from amongst a number of requests received from NWFP out of which 8 organizations were rural while 9 CBOs were urban-based. Similarly 24 organizations from Balochistan qualified the criteria of selection of the Resource Development Program out of which only five CBOs were rural-based whereas 19 CBOs belonged to urban areas.

Male-Female Composition:

Province	No. of Org.	Participants		Total
		Male	Female	
NWFP	17	16	8	24
Balochistan	24	9	21	30
Total	41	25	39	54

Rural Urban Composition:

Province	Organizations		Total
	Rural	Urban	
NWFP	8	9	17
Balochistan	5	19	24
Total	13	28	41

The methodology of RDP, contents of the workshops and the time span allocated for the activities remained the same during the second year of the first cycle (1991-92, 1992-93) as were during the first year.

The ratio of the female participants in RDP process in NWFP was quite low whereas it was quite high in Balochistan since there were a number of women organizations serving the various urban and rural communities in Balochistan.

First Cycle of RDP in a Glance:

Output of first cycle (1991-92, 1992-93) in the context of male/female and rural/urban composition is as under:

Male-Female Composition:

Year	Province	No. of Org.	Participants		Total Participants
			Male	Female	
1991-92	Punjab	21	21	10	31
	Sindh	33	32	15	47
1992-93	NWFP	17	16	8	24
	Balochistan	24	9	21	30
First Cycle	Total	95	78	54	132

Rural - Urban Composition:

Year	Province	Organization		Total Participants
		Rural	Urban	
1991-92	Punjab	4	17	21
	Sindh	25	8	33
1992-93	NWFP	8	9	17
	Balochistan	5	19	24
First Cycle	Total	42	53	95

First Cycle Analysis:

Total No. of Organizations : 95
Rural : 42
Urban : 53

Total No. of Participants : 132
Male : 78
Female : 54

- As many as 132 participants from 95 organizations from all the four provinces participated in the first cycle of RDP training.
- Overall ratio of female participants remained low even in Punjab and Sindh which are considered more progressive provinces. However the ratio of female participants from Balochistan was very encouraging.

- Overall number of rural community-based organizations was less than urban-based CBOs but Sindh took the lead since the number of rural-based organizations was highest as compared to other provinces.

Achievements:

1. Gender Equity:

The RDP process at its very initial stage of its first cycle created visible change in the understanding of the gender issues among the participants.

In the second year of first cycle the RDP staff conducted the one-day Mutual Acquaintance workshop and three-day Orientation Cum Capacity Building Workshop separately for male and female participants in NWFP keeping in view the cultural, social and religious taboos. But just after the above mentioned two activities the female participants demanded the RDP staff to organize the further activities combined instead of separate workshop. No doubt it was a great revolution.

2. Cultural Integration:

RDP process helped develop links, bridge up cultural gaps and create harmony among the people of the other province. The great achievement was observed during the Inter-Provincial Workshop held in 1992 and 1993 in (Lahore) Punjab and (Peshawar) NWFP respectively. Law and order situation was worst in Sindh and a great tension was prevailing between Punjab and Sindh. The participants from Sindh revealed that they were much reluctant to participate in the Inter-Provincial Workshop only because their minds were polluted so bitterly that they would be killed if they would go to Punjab. But they were much impressed by the love, affection and hospitality of the people of the Punjab. Overwhelmed by the passions of friendship and love they were literally weeping when they left for their homes after concluding the three-day Inter-Provincial Workshop. Thus the RDP process helped develop strong links and harmony among the people of the various provinces.

Similarly the Inter-Provincial Workshop, held in 1993 in (Peshawar) NWFP after concluding the second year of first cycle, helped bridge up the cultural gaps between the Pakhtoons of NWFP and Balochi, Pathans from Balochistan.

3. RDP Review:

The experience of the first cycle revealed that three days were not enough for Development Orientation Workshop since more topics, relevant to development and orientation, needed to be included in the workshops to make the RDP training more comprehensive. On account of this observation it was decided to include development paradigm of South Asia and development history of Pakistan in the contents of Development Orientation Workshop from the next cycle (1993-94). It was also decided to increase the duration of the workshop from three days to four days.

- Another decision was taken, on the basis of the experience of the first cycle, regarding reduction in the duration in the Capacity Building Workshop from seven days to six days from the next cycle.
- A session on CBO Financial Management was a part of the five-day Skill Development Workshop. However the participants opined that a session was not enough to cover the vast subject of financial management of a CBO. Following the demand of the participants it was decided that Financial Management

Workshop would be held for two-days and it would be a regular feature of the RDP process in future.

Second cycle:

1993 – 94 : Punjab – Sindh
 1995 – 96 : NWFP – Balochistan

The activities scheduled to be held in the first year of second cycle (1993) commenced from April instead of January. As envisaged in the strategic plan of the RDP, Punjab and Sindh were covered during the year 1993-94. The first three months were spent on identification and selection of the CBOs/NGOs/activist. Initially the Resource Development Program was funded by the SAP-Canada's member agency, International Development and Refugees Foundation (IDRF) for two years.

In view of the success of the program and strong demand from the community SAP-PK sought for other agencies for funding to continue the program. Fortunately European Union agreed to extend financial assistance to Resource Development Program. The procedure also took a few months and the second year of the second cycle became a little late while the first year 1993-94 continued till the end of 1994 instead of mid-year. Consequently the first few months of the second year (1995-96) from Jan to April, were spent in the identification and selection of the CBOs/NGOs/activists.

Year April 1993 – Sept 94:

According to the RDP strategic plan, Punjab and Sindh were covered this year. The process started with the identification and selection of the CBOs/activist groups to be included in the RDP program. Since the program received good recognition from the various activists as well as from the communities, a number of requests were received from CBOs/NGOs throughout the country. The Provincial Coordinating Council also recommended many CBOs/NGOs. However examining the CBOs according to the criteria fixed by the RDP planners, 12 CBOs from Punjab and 20 from Sindh were selected and later visited by the program officers of RDP.

Male - Female Composition:

Province	No. of Org.	Participants		Total Participants
		Male	Female	
Punjab	12	16	6	22
Sindh	20	25	9	34
Total	32	41	15	56

Rural - Urban Composition:

Province	Organization		Total
	Rural	Urban	
Punjab	5	7	12
Sindh	18	2	20
Total	23	9	32

The ratio of the female participants from the Punjab and Sindh remained low whereas the ratio of rural CBOs participating in the RDP process from Sindh were higher than that of Punjab.

Year 1995 – 1996:

The RDP process, for the second term of the second cycle started in May 1995 and continued till June 1996. The provinces NWFP and Balochistan were focused this year and the activities were carried out according to the methodology adopted during the previous year.

Male - Female Composition:

Province	No. of Org.	Participants		Total Participants
		Male	Female	
NWFP	13	20	7	27
Balochistan	12	15	2	17
Total	25	35	9	44

Rural - Urban Composition:

Province	Organization		Total
	Rural	Urban	
NWFP	11	2	13
Balochistan	8	4	12
Total	19	6	25

During the second term of the second cycle (1995-96) again female ratio became very low and the Balochistan came at the lowest level with two female participants in RDP process.

Second Cycle of RDP in a Glance:

Output of the second cycle (1993-94, 1995-96) regarding male-female and rural-urban participation is as under:

Male-Female Composition:

Year	Province	No. of Org.	Participants		Total Participants
			Male	Female	
1993-94	Punjab	12	16	6	22
	Sindh	20	25	9	34
1995-96	NWFP	13	20	7	27
	Balochistan	12	15	2	17
	Total	57	76	24	100

Rural - Urban Composition:

Year	Province	Organization		Total Participants
		Rural	Urban	
1993-94	Punjab	5	7	12
	Sindh	18	2	20
1995-96	NWFP	11	2	13
	Balochistan	8	4	12
	Total	42	15	57

Second Cycle Analysis:

Total No. of Organizations	:	57
Rural	:	42
Urban	:	15
Total No. of Participants	:	100
Male	:	76
Female	:	24

- As many as 100 participants from 57 CBOs/NGOs from all the four provinces participated in the second cycle of RDP training.
- Overall ratio of female participants remained again low even in Punjab and Sindh. This year Balochistan came at the lowest level regarding female participation.
- The overall number of rural CBOs participating in the RDP process was higher as compared to the previous cycle.

Change in the Methodology:

- Before 1994 the contents of the various workshops did not focus the issue of gender. In 1994 a regional workshop of SAP-Network held particularly to design the gender policy for the SAP-Network. Following the recommendations of this Regional Workshop the gender issue was introduced and become a regular feature of the Skill Development Workshop.
- Against the SAP-PK's policy it conducted all the workshops separately for male and female participants in Balochistan deliberately due to low learning level of the women. The methodology adopted produced positive results and the women participants responded very well.
- RDP did a great effort to improve the female participation from Balochistan.
- Another major change in the methodology adopted in 1994 was that both the provinces, Punjab and Sindh, participating in the Inter-Provincial Workshop were asked to analyze the realities of each other. The participants from both the provinces were also provided opportunities to express their observations, analysis and role of each other in help solving the national issues.

RDP Review:

As usual the whole RDP program, including methodology, contents of the workshops and the duration of the various activities were reviewed in the light of the experiences and feed backs received from the activist and the communities. It was decided include more contents about the management of the organization in the fourth activity named Skill Development Workshop and its new title was suggested CBOs Management Workshop.

Third Cycle:

1996 – 97	:	Punjab – Sindh
1997 – 99	:	NWFP – Balochistan

Third cycle of the Resource Development Program started in May 1996. as envisaged in the strategic plan the provinces Punjab and Sindh were covered during the first year of the third cycle.

With the passage of time popularity of RDP went on increasing and a number of requests were received by the RDP staff from various CBOs/NGOs/activist anxious to get them enrolled in the RDP training.

SAP-PK received direct requests from 32 different organizations from all over the Punjab out of which sex were urban based.

Whereas Aurat Information and Services foundation, Lahore, recommended 10 organizations from Southern Punjab. The Strengthening Participatory Organization (SPO) also nominated 15 organizations. Thus there were total 57 CBOs from Punjab were on the RDP list.

Similarly 81 organizations from Sindh were on the RDP list out of which six had been recommended by the Coordinating Council in Sindh, 12 by the Sindh NGOs Federation (SINGOF), 10 by SPO and the rest of the three organizations were nominated by the Sindh Agricultural and Forestry Workers Cooperative Organization (SAFCO).

Identification + Selection:

The initial scrutiny was carried out by the Program Officers at SAP-PK office. This year SAP-PK gave priority to the CBOs from various districts of Punjab to broaden the base of RDP links. Later field visits were arranged to finalize the RDP batch for the year 1996-97.

The Program Officers held meetings with the CBOs/NGOs/activists groups in various district, and cities of Punjab like Multan, Dajal Town,, District Dara Ghazi Khan, Faisalabad, Sargodha, Khushab, Kamalia, Bhakar, Tala Gang, Fatch Jang, Rawalpindi and Islamabad. After hectic traveling and investigations carried out in two months only 18 organizations were selected. However later five out of these 18 organizations were dropped out of the process for lack of interest and attendance. Only 26 participants representing 13 organizations completed the year long process and got the graduate certificate.

Difficulties in Identification CBOs in Sindh:

As many as 52 organizations were screened out of 81 requests from various CBOs of Sindh. This year extensives field visits and meetings were held with these CBOs to finalize their names. Two meetings with 14 organizations were held in Sukhar and with 12 organizations in Larkana respectively. As a result of these meetings only two organizations, from Larkana, were selected for RDP process.

Besides Sukhar and Larkana meetings, to identify the CBOs, were also held in Khairpur, Shikarpur, Hyderabad, Mirpur Khas, Sanghar, Thatta, Jang Shahi and Karachi. RDP team also visited about 15 undeveloped villages situated in the interior Sindh. It was an uphill task to reach those villages as there were no roads, no post office and no telephone facility. From these villages only one organization could qualify the criteria of SAP-PK and that too could not participate in the RDP process due to non availability of communication means.

However after hectic Journey, great strife and frequent meetings with the activists and the communities 16 organizations were finalized for the RDP process for the year 1997-98. But only seven could participate in the first workshop i.e. One-day Mutual Acquaintance Workshop due to adverse law and order situation on account of the assassination of the former Prime Minister, Ms. Benazir Bhutto's brother, Mir Murtaza Bhutto. The RDP staff had to initiate the identification process again to complete the batch for RDP process. More organizations were identified, and selected through the process envisaged in the strategic plan. All the selected organizations promised to participate in the process but due to tense

situation of the province Sindh again the number of the participatory CBOs could not exceed from nine.

Thus once again the identification process was started and six more organizations were selected, with the assistance of Coordinating Council for Sindh, to complete the batch of 16 CBOs for the RDP training.

On account of the above mentioned reasons the first year of the third cycle took more than the due time.

Male - Female Composition:

Province	No. of Org.	Participants		Total Participants
		Male	Female	
Punjab	13	15	7	22
Sindh	16	22	6	28
Total	29	37	13	50

Rural - Urban Composition:

Province	Organization		Total
	Rural	Urban	
Punjab	9	4	13
Sindh	13	3	16
Total	22	7	29

In the year 1996 - 97 female participants could not exceed than the male participants. However SAP-PK succeeded in involving more rural Organizations from Punjab and Sindh in the RDP process.

Year 1997-1999:

This year RDP focused the rest of the two provinces i.e. NWFP and Balochistan to complete the cycle of two years of RDP in all the four provinces of the country.

As many as 15 organizations from NWFP and 12 from Balochistan were selected for the RDP training.

Male Female Composition:

Province	No of Org	Participants		Total Participants
		Male	Female	
NWFP	15	16	8	24
Balochistan	12	20	0	20
Total	27	36	8	44

Urban & Rural Composition:

Province	Organization		Total
	Rural	Urban	
NWFP	11	4	15
Balochistan	8	4	12
Total	19	8	27

The female participation in the RDP process again remained less than the male participation even in the third cycle. However it succeeded in involving more rural based CBOs in the process.

Third Cycle in a Glance:

Male Female Composition:

Year	Province	No of Org	Participants		Total Participants
			Male	Female	
1996-97	Punjab	13	15	7	22
	Sindh	16	22	6	28
1997-98	NWFP	15	16	8	24
	Balochistan	12	20	0	20
Third Cycle	Total	56	73	21	94

Urban & Rural Composition:

Year	Province	Organizations		Total
		Rural	Urban	
1996-97	Punjab	9	4	13
	Sindh	13	3	16
1997-98	NWFP	11	4	15
	Balochistan	8	4	12
	Total	41	15	56

Third Cycle Analysis:

Total No of Organization : 56
 Rural : 41
 Urban : 15

Total NO of Participants : 94
 Male : 78
 Female : 54

- As many as 94 participants from 56 CBOs from all the four provinces participated in the third cycle of RDP training.
- Overall ratio of female participants remained low.
- The number of rural CBOs participating in the RDP remained much higher than the urban CBOs.

RDP Review:

As per the policy the performance of RDP was reviewed, after concluding the two year cycle, in the light of RDP staff's experiences, views of the participants and the feedback from the community. It was observed that gender and development remained comparatively weaker part of the RDP process. Despite the fact that RDP had been promoting the concept of gender and development as one of the core principles of its development policy yet it needed more consideration. Then it was decided to conduct a separate and comprehensive workshop three-day exclusively to cover the topic of gender and development.

- Analysis of the realities of the provinces could not be undertaken this year as the left over contents of the previous workshops were to be covered.

- One day out of three days inter provincial workshop, was being spent to cover the vast topic of communication but when the RDP process was reviewed this year it was found that one day was not enough to cover such a vast subject and that more time be allocated for the purpose. So it was decided to hold a separate workshop spread over three days under the title of Advocacy and Networking. Contents were also decided which covered the following topics?
 - a. On which issues advocacy in being done in Pakistan?
 - b. Which groups are doing?
 - c. What are the methods adopted by them?
 - d. What are the results of their advocacy?
 - e. What kind of work is being done on the laws of NGOs?
 - f. What is being done to maintain peace in the country as well as in the region?

As usual the RDP was reviewed in the end of the third cycle and it was suggested to include the topic of community mobilization in the six day CBO management workshop.

Fourth Cycle:

Oct 1998 – 2000 : Punjab, Sindh
Jan 2001 – Dec 2001 : NWFP, Balochistan

The fourth cycle of RDP training commenced from Oct 1998 and continued till Oct 2000 due to some unavoidable circumstances. During the first year of the fourth cycle 1998-2000 the provinces Punjab and Sindh were focused.

The graph of popularity of RDP was gradually going upward represented by the increasing number of requests received from all over the country. This year SAP-PK received requests from 70 organizations from Punjab and 120 requests from Sindh as compared to 57 from Punjab and 81 from Sindh during the third cycle, willing to participate in the RDP training.

Identification + Selection:

As per the policy and human resource limitations only 17 organizations from Punjab and the same numbers of NGOs from Sindh were selected from RDP training for the year Oct 1998 to Oct 2000.

Male & Female Composition:

Provinces	No of Org	Participants		Total Participants
		Male	Female	
Punjab	17	15	16	31
Sindh	17	22	13	35
Total	34	37	29	66

Rural and Urban Composition:

Provinces	Organization		Total Organization
	Rural	Urban	
Punjab	6	11	17
Sindh	15	2	17
Total	21	13	34

First year of the Forth Cycle: Analysis:

Though overall ratio of female participants was less than the male participants but Punjab was at the highest level as 16 female participants from various CBOs / NGOs were enrolled in RDP training. They attended the year long training without any failure and got graduate awards.

The number of rural-based participatory organizations was greater than the urban-based CBOs.

Year Jan 2001 – Dec 2001:

As envisaged in the strategic plan this year the RDP was carried out in NWFP and Balochistan.

About 100 requests from various CBOs from NWFP and 120 requests from Balochistan were received representing the increasing popularity of RDP training among CBOs/activits. As per policy CBOs / NGOs were short listed, visited and meetings from each province were held with the CBO members and the community and finally total 18 organizations were finalized for RDP process.

Male & Female Composition:

Province	No of Org	Participants		Total Participants
		Male	Female	
NWFP	18	21	13	34
Balochistan	18	24	10	34
Total	36	45	23	68

Urban - Rural Composition:

Province	Organization		Total Organization
	Urban	Rural	
NWFP	16	2	18
Balochistan	9	9	18
Total	25	11	36

Though the ratio of female participants from all the four provinces in the fourth cycle of RDP process was much better than the previous years but overall ratio remained low as compared to the male participants. However the number of rural based CBO, was higher than urban organization.

Male - Female Composition:

Year	Province	No of Org	Participants		Total Participants
			Male	Female	
October 1998 – Oct 2000	Punjab	17	15	16	31
	Sindh	17	22	13	35
Jan 2001 – Dec 2001	NWFP	18	21	13	34
	Balochistan	18	24	10	34
	Total	70	82	52	134

Rural - Urban Composition:

Year	Province	Organization		Total
		Rural	Urban	
Oct 1998 – Oct 2000	Punjab	6	11	17
	Sindh	15	2	17
Jan 2001 – Dec 2001	NWFP	16	2	17
	Balochistan	9	9	18
	Total	46	26	70

FOURTH CYCLE ANALYSIS:

Total No of Organization	70
Rural	46
Urban	26
Total No of Participants	134
Male	82
Female	52

- A total number of 134 participants from 70 organizations from all the four provinces participated in the fourth cycle of RDP.
- Though overall ratio of female participants yet it was much higher as compared to the previous years Punjab was the top representing highest number of female participants than other provinces.
- Overall number of rural based CBOs was higher than the urban organization.
- This year the contents of the workshops met no change.



Impacts of RDP on CBOs

Status of RDP Partner Organizations before Joining the Program:

A majority of the Resource Development partner organizations, at the time of joining the training, were young, with little organizational experience and having three & four paid staff members. Most of them were undertaking welfare programs with the main focus on the education of children, skill training and income generation. They were quite unaware of the development approach and had no acquaintance with the fact that only development approach would lead towards sustainable development.

Based on RDP assessment and study of about 30 case studies of community-based organization it was revealed that they lacked the following factors.

1. Lack of development approach:

A large percentage of the community-based organizations/groups of activist registered in Resource Development Program originally believed in the welfare concept and were quite ignorant about the participatory development approach. They were much grieved and distressed over the miseries and sufferings of their communities. To address these problems they had formulated groups and were struggling to provide services to the underprivileged people of their communities on charitable basis. They had set up schools, sewing/stitching/knitting centers, dispensaries for the low income groups and charged nominal fee or sometimes totally free of cost. These institutions were at the mercy of the benevolence and charity of the elite and privileged class. Sometimes the group of activists succeeded in pursuing the Government official and got some funds to keep alive these welfare institutions. Neither these organizations nor these institutions were sustainable.

Moreover the members of the CBOs/NGOs or the activist groups could not contribute towards the improvement of the organization or the institutions since the sponsors and the benefactors had the upper hand and they exercised an invisible control over the management of these institutions. Consequently the community who are the only silent beneficiaries could not raise any voice to make any amendment according to their needs.

Briefly these institutions were not sustainable, dependent on the mercy of the benefactors, had no freedom in management and presented a clear picture of the relation like between benefactors and beggars and thus negating the spirit of self respect, self reliance, and participatory development.

2. Lack of Confidence:

The members of CBOs/NGOs, particularly women, though had concerns about the miseries and hardships being faced by their communities, willing to address the same but could not express themselves before other members even of their own community only due to lack of confidence.

Womenfolk is the suppressed section of the Pakistani society particularly those residing in the rural areas. They could not find any opportunity to express themselves even before their own fathers and brothers and so their feelings, miseries and problems remained unsolved and hidden. Due to dominating attitude of the male members of the

society they had never found favorable atmosphere to speak out about their feelings, express opinion about the issues, their rights and solution of these problems.

Expression and discussion about the issues being faced by the community is the first step towards its solution.

3. Undemocratic Culture:

A number of organizations, at the time of registration in RDP, were dominated by one or two individuals and thus the power of decision was centralized. Mostly the CBOs/NGOs did not evolve from a democratic process. On the contrary an individual conceives the idea of forming a CBO/group to provide remedy to the community for their sufferings, the like minded people, forms a group and keeps all the power in his own hand. The undemocratic culture does not pave the way of participatory development instead it rather creates hurdles by debarring the other members from sharing the powers and contributing their inputs according to their needs, requirements and will also.

Undemocratic culture is contradictory to human rights since it debars the way of freedom of expression also.

4. Lack of Skill:

The study of the cases of the RDP partner organizations revealed that a vast majority of them, particularly those from rural areas, lacked the skill of writing their reports and project proposals in a comprehensive way for seeking funding from international donors. Though the prescribed varying proposal formats and mandatory use of English language for the purpose was a major problem of many CBOs yet they did not even have any idea of the process to collect data for prioritizing the need of the community. They also lacked the skill to justify their proposals in the light of the need assessment of their community and budget also.

Effective management, efficient implementation, record keeping, proper documentation and utilization of the resources in a justified manner also required proper technical skills which are the weaker area of many CBOs identified by RDP planners.

No Exposure:

The RDP partner organizations run on charity basis initially, were limited to their particular communities and the benefactors. Their information's vision, ideas and concepts were restricted. They lacked the capacity to think in the wider context of long-term development or in the national, regional and international context since they had no exposure. They had no links with other organizations belonging to other areas of their province or country possessing different information, ideas and skills. They never got the opportunity to share their miseries and experiences with other organizations from different backgrounds with diversity of knowledge whereas the opportunities of sharing the experiences and knowledge help a lot in seeking the solutions of the issues, enhancing the skill, developing a forum for a collective action for a common cause which is a milestone towards the social development.

Status of CBOs/NGOs after RDP Training:
Status of the CBOs/NGOs after RDP Training
Or
Impacts of RDP Training on CBOs
Or
Role of RDP in improving the status of CBOs

The assessment of the Resource Development Program from (1991-2001) reveals that it has been successful in achieving its primary goal i.e. to empower the community-based organizations through participatory development process, promoting understanding of development and resource mobilization to enable the CBOs to move towards self reliance sustainability and realization of full human potential.

RDP, initiated in 1991, was designed by SAP-PK staff after undertaking extensive field visits to the community-based organizations, identifying the activists and organizations, collecting data and ascertaining the needs of the communities. The program has been reviewed every year in the light of the follow-up visits of the RDP staff, feed backs from the CBOs and the communities and field reports, which, in turn, resulted also in the modification of the RDP.

The assessment of the success of RDP, is based on the feed backs of the CBOs/NGOs, communities perceptions, and opinions expressed by the RDP graduates in their reports.

The significant indicators are as follows:

1. Development Approach:

The Resource Development Program has been very successful in bringing conceptual change, i.e. from welfare or charity work to development orientation, in the community-based organization.

The organizations, being run on charity and welfare grounds, were totally dependent on the grants and benevolence of the philanthropists. But after concluding RDP training they realized the fact that only participatory development approach could lead towards self-reliance and sustainability. Though opinion building or consensus seeking process is time consuming, need assessment is an uphill task, to meet the demands of the accountability and to motivate people to understand their responsibilities towards social development is far more difficult than to run an institution on welfare basis yet some organizations translated the concept of participatory development into their action and achieved self-reliance to some extent.

Women Workers Association depicts a good example of development approach.

Women Workers Association:

(WWA) was set up in 1990 by a group of women activists, from district Sanghar, Sindh, to address the issues of poverty, illiteracy, menaces due to feudalism and male dominance being faced by their community.

The main problems of the community were as follows:

1. Along with the domestic liabilities women work for many hours in the fields and receive no acknowledgement from the male members and they were

considered as unpaid laborers. The toil, lack of proper rest, under nutrition and growing member of children had affected their health, badly.

2. They had no concept of development approach. The fact, that the miseries and hardships of their life were due to development issues of the area, was out of their vision.
3. Poverty was the root cause of many other problems.
4. Another major factor for the misfortune of the community was the feudal system.

The women activists of WWA realized the fact that without active participation of the community they could not pave the way of healthy revolution. They were also of the view that it was the dire need of the time to not only create awareness among the community about their issues but to mobilize them to do collective efforts for their solution. But the problem was that they lacked the skill of forming action groups, motivating the community for participatory action and generating the local resources for the purpose. Meanwhile they heard about the RDP training. Three members of WWA (1. _____
2. _____ 3. _____)

Contacted SAP-PK, got training and implemented the participatory development approach in its further process. They organized workshops, held meetings and launched training programs for these women willing to form Action Groups to help solve the problems of their community.

They contacted the women of ten different villages of the District Sanghar and involved developing process for human resources and generating funds for the purpose.

Adopting the development approach they chalked out a five-year development program including awareness about health, environment, sanitation and education. WWA also launched income generation, provided educational facilities, set up training camps to provide health facilities to the women of the area.

With the support and assistance of SAP-PK, the Women Workers Association had succeeded in bringing about a positive change in the behaviors of the male members of the community resulting in healthy effects on the lives of women and children. The women are more confident and struggling for further development with full zeal.

2. Confidence:

Since the basic objective of the Resource Development Program is to build the capacity of the CBOs/NGOs at grass roots level to enable them to become viable and sustainable media of social change, the methodology adopted for the RDP training process was participatory. The participants of the workshops were not supposed to be passive observers. The RDP planners had designed the workshop to provide equal opportunities to all the participants to express himself/herself and take active part in the discussion being held on various issues. The year-long activities under RDP training helped build confidence among the leaders of the CBOs, particularly women activists from rural areas. The RDP methodology, based on full involvement of the trainees in the discussion, encouraged them to be outspoken and objective in group discussions.

Moreover SAP-PK provides many opportunities to the RDP partner organizations to share their experiences with other organizations belonging to diverse geographical areas and culture. Such an atmosphere plays an important role in boosting their self confidence.

Self-reliance and sustainability, improved technical skill, enhanced knowledge of communication attained by negating the welfare thinking on charity basis and by adopting participatory development approach also instilled confidence in RDP partner organizations.

3. Democratic Culture:

The RDP training emphasizes greatly on adoption of the democratic culture in the CBOs/NGOs joining SAP Network yet it seems difficult for some organizations to implement the democratic values in their organizations. However a few had adopted it any attained a good repute and significant status in the community. Youth Force for Human Rights and Development, Mardan, is a good example of it.

Youth Force for Human Rights and Development, a welfare organization, was established in 1990 in Gulberg Town, Mardan (NWFP) by a group of young enthusiastic activists with the aim to help the underprivileged women and students of their community, check the growth rate of population and the environmental pollution. The organization set up a free tuition center, a library and a centre of typing and short hand on self-help basis. The office bearers of the Youth Force for Human Rights and Development had also managed some funds granted by the philanthropists of the community to provide books and stipend to the deserving students. In short the organization was run on charity basis while its structure was also entirely undemocratic. The power of decision was centralized in few hands.

Great conflicts were observed among the members of the organizations due to lack of management skill, undemocratic culture and welfare/charity concept which further resulted in the resignation of some of the members. In such circumstances the organization remained dormant and passive for a few years.

Mr. Taj Ghani, an Office bearer of the Youth Force for Human Rights and Development, came to know about Resource Development Program of SAP, approached the South Asia Partnership, Pakistan, and acquired the RDP training with full zeal.

Mr. Taj Ghani, realized that only development approach and democratic attitude could lead the organization towards self-reliance and sustainability, he reorganized the Youth Force for Human Right and Development on democratic grounds. He, with the involvement of the community, set up a General Body and Executive Council to execute the functioning of the organization smoothly and hold elections after every two years. Moreover President, Vice President, General Secretary and other Office-bearers were elected from amongst the members of the Executive Council for the period of two years.

The elected office-bearers worked with full zeal and succeeded in setting up a Mother and Child care center, a library and a computer center named "Youth Computer Center", with the cooperation of SAP-PK. About 200 students after completing their computer courses from Youth Computer Center got jobs in various organizations and earning reasonable amounts.

Thus the Youth Force for Human Rights has attained sustainability also after adopting democratic culture. It also succeeded in alleviating poverty to some extent from the community by providing skill training and Job opportunities to the youth of the area. Now YFHRD is planning to set up a computer college for girls also.

Skill Development:

The Resource Development Program primarily did not aim at imparting technical skill regarding financial management, report writing and project proposals and though the program included a three-day financial management component. Later the RDP staff, after undertaking follow-up visits and feed back received from the community, found that the technical skills like proposals and report writing, maintaining account books and project management skills in specific sectors were the area in which the partner organizations need more support. So the RDP staff, with the cooperation of Finance and Administration Division provided extensive training to the partner CBOs/NGOs in financial management including basic book keeping, budgeting and costing training for collecting data for need assessment to justify the project proposals is also being imparted for skill development of the CBOs/NGOs.

The status of the CBOs after acquiring the skill development training and implementing the same in their functioning is a clear proof of the quality of the training.

Training in writing skills as a major component of the Resource Development Program may have to be considered outside the program. However SAP-PK encourages the partner organizations to draft their proposals in Urdu language and provides proper guidance in this respect also.

Exposure/Broad Vision:

The significant achievement of the CBOs after acquiring RDP training is the new vision of participation, equity, sustainability and collective action. The RDP participatory organizations had negated their concept of the social welfare totally dependent on the benevolence of the

kind hearted influential. The proposals and strategies of implementing the programs clearly reflect the new vision of the CBOs.

The study of some RDP partner organization reveals that they are more concern about long-term goals of development and other means helpful in achieving sustainability.

Moreover RDP process provides a platform to its partner organization with diverse abilities, experiences, backgrounds, information's and suggestions, to come close together and thus SAP facilitates collaborative efforts among a number of organizations, having common interests and issues. The interaction and links thus developed help in creating wider understanding of the partnership goals and opens further opportunities of learning through experience sharing among the network partners.

