

# Social Enterprise Development Centre

Social Enterprise Development Centre

— **SEDC** —

Lahore University of Management Sciences



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*Striving to develop knowledge-based human capital in  
the social enterprise sector*

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# Background

The LUMS-McGill Social Enterprise Development Centre (SEDC) was launched in July 2001 by Lahore University of Management Sciences (Pakistan) and McGill University (Canada) with financial support from Canadian International Development Agency (CIDA).

LUMS has established itself as one of the leading centres of excellence in management education in Pakistan and the region. Since its establishment, LUMS has aimed to improve academic and management practices in the country through the generation, assimilation and dissemination of knowledge. LUMS is committed to make a significant and meaningful contribution towards the social and economic betterment of Pakistan through development of its human resources.

# Background

SEDC was established to serve as a scholarship-based research centre working towards the capacity building of social enterprises. The aim was to generate and share knowledge of social enterprise sector, thus contributing towards the achievement of the socio-economic objectives of Pakistan.

The Suleman Dawood School of Business (SDSB) at LUMS, already recognized as a leading business school, broadened its outreach to strengthen the developing social enterprise sector of the country and enhance social value.

SEDC believes that managerial challenges of social enterprises necessitate an in-depth understanding of management issues faced by them. To facilitate this understanding, McGill University augmented the intellectual capacity of SDSB. Canadian International Development Agency (CIDA) provided financial assistance to support its mission of sustainable development in the developing countries.

By finding sustainable solutions for social sector organizations, SEDC also supports LUMS' mission of generating and disseminating knowledge and helping in the uplift of society. With a strong national presence through SEDC Chapters and Thematic Groups, SEDC is determined to foster intellectual leadership in the social enterprise arena.



A photograph of a young boy looking up at an adult, with another child's head visible in the foreground. The image is overlaid with a semi-transparent orange banner containing text.

# Vision & Mission

Against a backdrop of increasing pressures on social, environmental and economic resources, and in the absence of quality state sponsored social services, Pakistan has witnessed a phenomenal growth in the number of non-government organizations in the development sector. Recognizing this emerging need, SEDC, through its various interventions, is committed to facilitate social enterprises towards the delivery of quality services by developing their human capital. SEDC, in conjunction with the faculty of SDSB and their cutting-edge research in this sector, has been providing management training and consultancy services to the non-governmental sector as well as to district social service managers. Furthermore, it assists development professionals to network, collaborate and take on policy initiatives jointly. The priority areas of SEDC include governance, education, health, gender and micro-finance/poverty reduction.

# Vision & Mission

## Vision

SEDC is committed to facilitate social enterprises towards the delivery of quality social services by enhancing leadership and managerial competencies of their human capital.

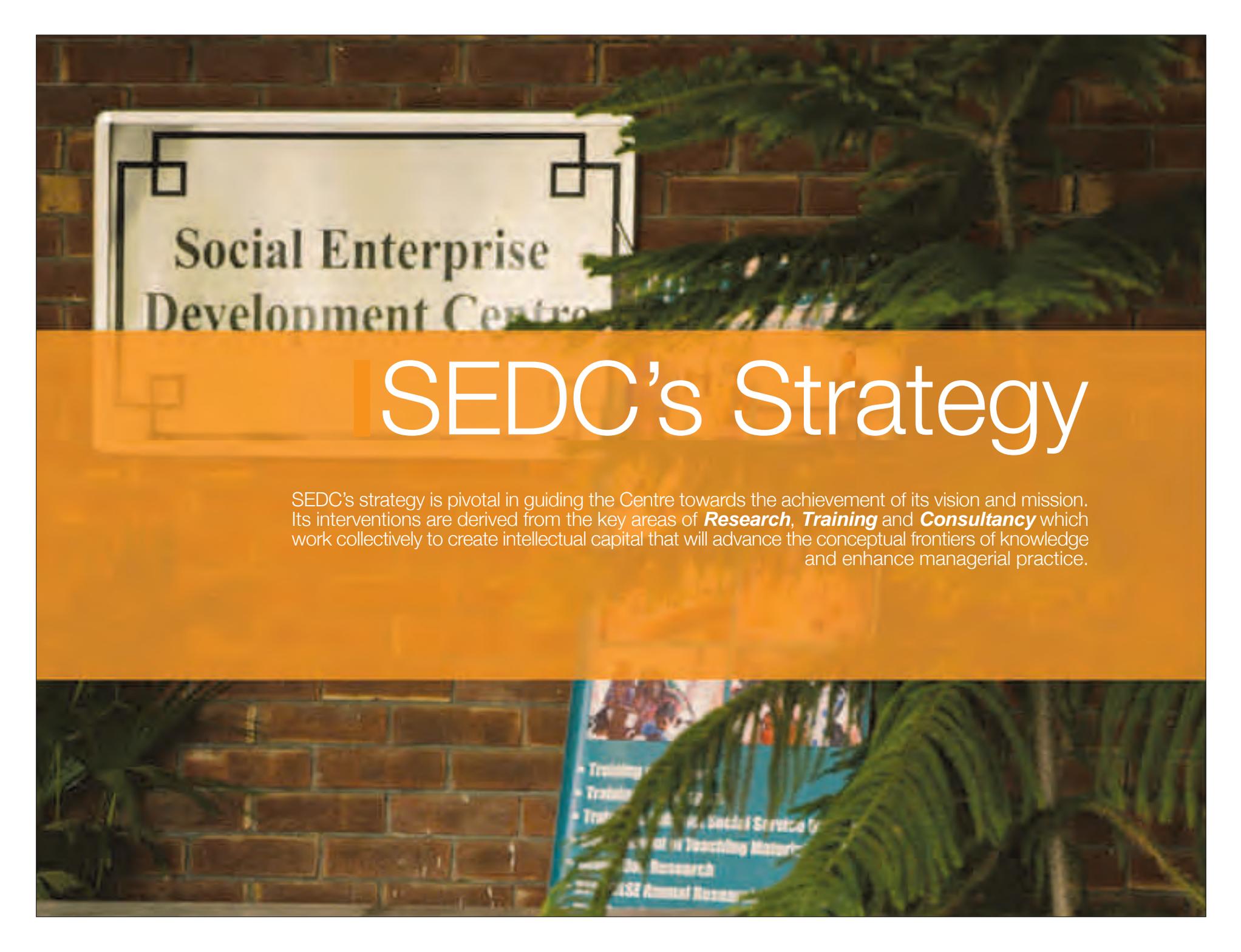
## Mission

SEDC's mission is to:

- Improve the performance of social enterprises through capacity building
- Provide organizations with effective and sustainable approaches to human development and resource management
- Develop and promote concepts, tools and techniques for improving the performance of social enterprises

- Serve as an all-inclusive hub of knowledge for the exchange and sharing of management experience, information and learning
- Assist development professionals to network, collaborate on policy initiatives and take joint action for social transformation
- Design and develop need based monitoring and evaluation systems of social enterprises
- Establish LUMS as the centre of excellence for social enterprises





Social Enterprise  
Development Centre

# SEDCC's Strategy

SEDCC's strategy is pivotal in guiding the Centre towards the achievement of its vision and mission. Its interventions are derived from the key areas of **Research**, **Training** and **Consultancy** which work collectively to create intellectual capital that will advance the conceptual frontiers of knowledge and enhance managerial practice.

# SEDC's Strategy

This strategy enables SEDC to identify and design need based interventions grounded in **Research**; use **Training** to build capacity of individuals and provide **Consultations** to organizations. This strategy enables us to achieve our objectives of institutional and organizational change by ensuring optimum utilization of resources for sustainable development.





# Research

**Research** allows the LUMS faculty to highlight the key issues of the social enterprise sector. It provides an intellectual resource base that identifies issues and suggests possible solutions to strengthen managerial practices. This scholarship has allowed SEDC to provide thought leadership that is unparalleled in the country.



# Research

## **Development of Teaching Material (DTM)**

This task has created an information base that consists of indigenous teaching material in the form of cases, notes, course outlines and handbooks relevant to social enterprises. Over 150 case studies and notes have been written by the LUMS faculty, participants of Training for Development Programme, NGO personnel, government functionaries and consultants. These are used extensively in training programmes offered by LUMS, SEDC and other local and international institutions.

Five case books entitled Managing NGOs in Developing Countries have been published. Additionally, SEDC has a collection of 1200 books and 16 journals which are housed in the LUMS library.

DTM's forthcoming publications include:

- Devolution and Governance: Reforms in Pakistan
- Sustainability Challenge of NGOs
- Women in Management
- A Manual on Disaster Management in Pakistan
- Best Practices in Community Building in Pakistan

Urdu publications in the pipeline are:

- Gender and NGOs in Pakistan
- NGOs and Education in Pakistan
- NGOs and Healthcare in Pakistan





# Research

The Devolution Research Project monitors the performance of local governments and identifies constraints that hinder output delivery of these bodies. A related objective is to formulate interventions in the form of designing systems and institutions which can strengthen the functioning of local bodies as ordained by LGO 2001.

# Research

## Devolution Research Project

This task is working to draw a baseline and to document changes in local government fiscal performance. Moreover, it is engaged in analyzing the extent and nature of the reciprocal relationship established by LGO 2001 between citizens and the state, characterized by the participation of the former in decision making and the responsiveness of the latter to citizens' demands.

Some of the publications under this task include:

- *Decentralisation in Pakistan: Context, Content and Causes*
- *Local Government Reforms in Pakistan: Strengthening Social Capital or Rolling Back the State?*
- *Representative Decentralisation vs. Participatory Decentralisation: Critical Analysis of the Local Government Plan 2000*
- *Accountability Failures and the Decentralisation of Service Delivery in Pakistan*
- *The Development Rankings of Districts in Punjab*
- *Impact of Devolution in Pakistan Case Study 2: Tehsil Dunyapur, District Lodhran*
- *Bringing Electoral Politics to the Doorstep: Who Gains Who Loses?* The paper was invited for presentation by the Nobel Laureate Joseph Stiglitz at the Initiative for Policy Dialogues (IPD) International Decentralization Task Force Meeting at Columbia University in February 2006





# Research

The basic aim of NGO Pulse is to track the performance of social enterprise sector in Pakistan.



# Research

## NGO Pulse

NGO Pulse is an annual publication which focuses on the key areas of development sector such as education, health, micro-finance etc. and conducts service to highlight the issues faced by these sectors and creates awareness. This data is compiled in the form of reports.

The publications include:

- The Story of Education in Pakistan
- NGOs and the Health Sector in Pakistan
- The Microfinance Sector in Pakistan (in process)
- Gender Equity – Issues and Challenges in Pakistan (in-process)
- Devolution and Governance (in-process)

## Other Publications

- Reporting Framework for Microfinance Enterprises (currently under review by the Securities and Exchange Commission of Pakistan)
- Voices from the Field (a compilation of student internship reports)



A photograph of a group of people sitting around a long table in a meeting room. The table is covered with a dark wood-grain cloth. The people are mostly men, some are looking towards the camera, others are looking down or to the side. The room has a white wall and a ceiling with recessed square lights. An orange semi-transparent banner is overlaid across the middle of the image, containing the word 'Training' in white text and a paragraph of text below it.

# Training

SEDC training programmes are designed after careful assessment of the sector's needs and focus on managerial issues. The key challenge in design of training programmes is to develop managerial frameworks and concepts taking into account the unique characteristics of social enterprises. The goal of training is to enhance leadership potential of the people engaged in the social enterprise sector.

# Training

## **Training for Development Programme (TDP):**

The Training for Development Programme (TDP) developed a cadre of Master Trainers who received training to enhance their skills in the areas of Marketing & Advocacy, Finance & Control, Operations Management and Managing People & Organizations. The programme was divided into three modules spread over one year. 75 Master Trainers with 30 percent female representation successfully completed the TDP.

## **Social Enterprise Management Programme (SEMP)**

Social Enterprise Management Programme (SEMP) provides training to social enterprise managers from across the country. The programme is divided into five modules spread over one year. So far, SEMP has successfully imparted training to 229

NGO managers with 39 percent female representation. Based on SEMP model, SEDC is currently engaged in developing a Social Enterprise Leadership Development Programme in its chosen priority areas.

## **District Social Service Officers (DSSO) Training Programme**

District Social Service Officers (DSSO) training programme provided training to elected local government representatives and government officers. DSSO was divided into three modules of one week's duration each. A total of 51 participants successfully completed the training with 16 percent female representation.





# Consultancy

On-the-Job Assistance is utilized for the development of organizations and community as a whole, while keeping in perspective their capacity building and sustainability requirements. Under its umbrella, the Summer Internship Programme places a large number of students in different NGOs across Pakistan every year. This provides LUMS students a chance to apply their skills to solve some of the problems the developing world is facing.

# Consultancy

## On-the-Job Assistance (OJA)

This task provides customized consultancy services to social sector organizations to enable them to assess their problems, analyze issues and come up with possible solutions. LUMS resource persons and students are provided for consultancy and organizations from a variety of sectors are selected.

OJA portfolio of services includes:

- Faculty Consultancy Projects
- Student Internships in NGOs across Pakistan
- Student Projects
- SEDC Staff and Fellows Consultancy

To date, 15 faculty consultancies have been completed. In addition, 45 MBA and BSc students have also completed assignments in social sector whereas 270 students have completed summer

internships.

OJA consultancy services have been sought by a number of social organizations. These include:

- Milo Shaheed Trust, Quetta
- Awaz-e-Niswan, Lahore
- Family Planning Association of Pakistan (FPAF)



A woman wearing a bright yellow headscarf and a yellow dress with colorful polka dots stands in front of a traditional thatched hut. The background shows a rural landscape with dry vegetation and a clear sky. The image is overlaid with a semi-transparent orange banner containing text.

# Cross Cutting Theme

SEDC has initiated the Gender Sensitization component that focuses on increasing awareness on gender issues in the management of social enterprises.

# Cross Cutting Theme

The Centre recognizes the importance of gender sensitization in the local Pakistani context and each of SEDC's components falling under **Research**, **Training** and **Consultancy** have developed or adapted its projects and other activities with gender as a priority.

To implement gender strategy, SEDC tries to ensure the participation of a minimal number of women both among the master trainers and participants of SEMP and DSSO training programmes. The centre works with NGOs whose clients are largely women to address problems and issues identified by these NGOs and its members.

The two key gender equity issues are:

- Participation of women (as decision makers, direct participants and beneficiaries)
- The incorporation of gender issues and concerns into the content of plans, programmes and projects



The image is a composite of two photographs. The top photograph shows a man in a white shirt standing at the front of a lecture hall, pointing towards a screen. The bottom photograph shows a computer lab with several people sitting at desks with computers. An orange semi-transparent banner is overlaid across the middle of the image, containing the title and a subtitle.

# IT Support Mechanism

SEDC web portal facilitates and ensures the national outreach of the centre.

# IT Support Mechanism

## IT Development Task

IT Development Task acts as a support medium for enlarging resource capacity and information sharing through its web portal [www.sedc.org.pk](http://www.sedc.org.pk). It also captures and disseminates organizational information about NGOs in Pakistan. The web portal facilitates and ensures the national outreach of SEDC.

The portal has the following key features:

- WIKI-based Learning Communities
- Global Information System
- Disaster Management System (DMS )
- IT based Distance Learning
- SEDC Chapters and Thematic Groups
- Job Search and Posting Interface
- Book Catalogue
- NGO Case Studies





PESHAWAR

ISLAMABAD

# SEDC's National Outreach

SEDC, through its Geographic Chapters, is able to build a national network comprising of participants from the TDP, SEMP, DSSO and other stakeholders. These chapters have been formed in Lahore, Karachi, Multan, Peshawar, Rawalpindi/Islamabad and Quetta where a critical mass of SEDC fellows is present.

This has given SEDC a national outreach that gives it the ability to take initiatives on national level.

**The Thematic Groups focus on SEDC's priority areas namely governance, education, health, gender and micro-finance/poverty reduction.**



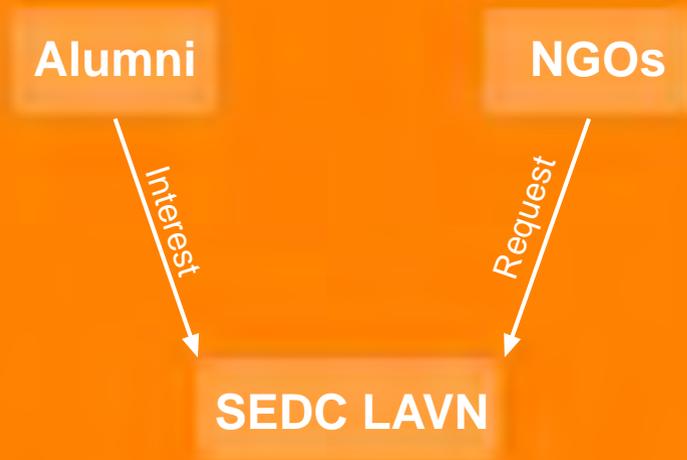
KARACHI

# SEDC's National Outreach

## LUMS Alumni Volunteer Network (LAVN)

LUMS Alumni Volunteer Network (LAVN) is a new support initiative launched by SEDC. LAVN utilizes the skilled and motivated alumni resource of LUMS, particularly business graduates, to create a match between the social enterprise sector and personal interests of the alumni. A comprehensive database, which is updated regularly, has been developed that enlists alumni interests and consultancy requests from NGOs.

LAVN allows us to maximize the valuable human resource at SEDC.



A group of approximately 15 people, including men and women, are standing in a room. They are dressed in professional attire. The room has a white wall, a wooden door on the left, and a bookshelf in the background. An orange semi-transparent overlay covers the middle portion of the image, containing the title and a paragraph of text.

# Sustainability & Continuation

Founded in 2001, SEDC has provided focus for the social enterprise initiative at LUMS and since then it has generated and disseminated knowledge and expertise in its priority areas.

# Sustainability & Continuation

The programmes of SEDC are designed to help individuals and organizations build their capacity and improve performance of the social sector. SEDC fellows are working in a variety of social organizations and enabling long term development in a sustainable manner. The **research, training** and **consultancy** initiatives of SEDC allow it to integrate it with broader interest of LUMS faculty. By virtue of these activities, SEDC has become the conscience of LUMS allowing it to spearhead its social responsibility.

The Centre has successfully completed five years and is now in the extension phase. The number of faculty engaged with SEDC has increased over the years and the number of students doing internships has multiplied. SEDC has developed a national outreach which is a unique feature nationally as well as regionally.

The Social Enterprise Management Programme is a popular elective in the MBA programme of SDSB and similar courses are under design for the undergraduate programmes at LUMS. SEDC has also been engaged in a number of customized training programmes such as GTZ and SPO and has now become a member of the Punjab NGO Coordination Council (PNCC).

SEDC has achieved credibility in the social enterprise sector. The Centre is increasingly being approached by donor and service delivery organizations for joint initiatives and collaborations.





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