Suleman Dawood SCHOOL OF BUSINESS
LUMS
SEDC
SOCIAL ENTERPRISE DEVELOPMENT CENTRE
LAHORE UNIVERSITY OF MANAGEMENT SCIENCES

Social Enterprise Development Centre

N · E · W · S · L · E · T · T · E · R

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"Striving to Develop Knowledge Based Human Capital in the Social Sector"

The Social Enterprise Development Centre at LUMS is committed to serve as a scholarship based research centre working towards the capacity building of social enterprises. SEDC intends to keep its stakeholders updated with its efforts at strengthening and building capacities of individuals and organizations working in the social sector.

SEDCs strategy is pivotal in guiding the Center towards the achievement of is vision and mission. Its interventions are derived from the key areas of Research Training and Consultancy. From April - June 2008 SEDC has been involved in the following activities.

TRAINING AT SEDC

Various open enrolment and customized training programmes were organized by SEDC-LUMS.

A collaboration of SEDC-LUMS, Pakistan Microfinance Network (PMN) and International Training Center of International Labor Organization (ITCILO) Making Microfinance Work: Managing for Improved Performance

SEDC in collaboration with PMN and ITCILO initiated a two week open enrolment training programme titled Making Microfinance Work (MMW): Managing for Improved Performance on April 7-18, 2008. The programme focused on providing participants with knowledge of the latest management techniques and strategies to help run effective and efficient microfinance programmes.





A total of 14 participants (4 females) from different local MFIs attended the two-week course. At the end of each training day, Training of Trainers (TOT) participants attended a one hour session with an ILO Master Trainer to gauge their understanding of the course and preparation of their own delivery of the course. Sahar Tieby, a certified master trainer from ILO monitored the local trainers' performance to gauge whether they were eligible to be ILO certified trainers. Sahar Tieby also monitored the quality of their course delivery against the ITCILO's certification standards.

SEDC-LUMS organizes a training programme for Kashf employees: Leadership Development Training Programme Module I

This programme was exclusively designed for Kashf staff members' capacity building and leadership development. LUMS Faculty members facilitated the programme. Module I of the training programme was held on May 19-21, 2008.






A total of 30 (11 females) participants received training. Participants included area manager, regional manager, assistant managers, senior associates and analysts. The Leadership Development Training Programme aimed to strengthen the focus of Kashf values and mission amongst its employees and improve their ability to handle problematic situations and make effective decisions. Sadaffe Abid, CEO Kashf Foundation participated as a lecturer in Module I of the training programme.

The overall assessment of the Leadership Development Training Programme was very good. Participants stated that LUMS offered a tremendous opportunity to the Kashf employees and provided an excellent interactive environment where they shared their views and ideas. The programme provided a platform to the Kashf's middle management to come together to share their views and develop new perspectives and capabilities The Programme provided an opportunity to disseminate knowledge and experiences, including small group discussions, panel discussions and individual preparation.

> "The Programme has shown me a new approach towards my professional life and instilled the self confidence which help me to achieve my goals"
>
> Arooj Saba Senior HR Associate, Kashf

Monitoring & Evaluation Programme for Commissioners

SEDC organized a training programme, "Monitoring & Evaluation Programme for Managers", in collaboration with Unicef-ROSA and World Bank from May 26 - 30, 2008. The training programme was held at LUMS, and had been advertised on SEDCs web portal, and in The News and The Daily Times as an open enrolment Programme. This programme was designed for top and middle level managers involved in project management and commissioning evaluations.





A total of 19 participants (2 females) attended the Programme from international and local NGOs all over Pakistan. Participants attending the programme came from international organizations such as CIDA Programme Support Unit, UNDP, United States Agency for International Development (USAID), ILO, and ShoreBank International. Participants from local organizations included, Monitoring Cell FATA, Works & Services Department NWFP, Forest Department Sericulture Wing FATA, FATA Secretariat of Health & Population, Directorate of Education FATA, FATA Development Authority, South Asia Partnership-Pakistan (SAP-PK), Khushhali Bank Limited, Abacus Consulting, National Highway Authority, Brooke Hospital for Animals (Pakistan).

The participants were generally satisfied with the quality of the Programme and its relevance to their current work, and future career objectives. The participants felt that they gained a lot of insight into the subjects covered by interacting with the professionals from various sectors and organizations.

Social Enterprise Management Programme (SEMP) 2007-2008 Cohort 6 Module V: Fundraising, Marketing and Advocacy

SEMP provides training to social enterprise managers from across the country. Since its inception 289 NGO Managers have been trained. During this quarter, the Fifth module of SEMP Cohort 6 (September 2007- 2008) concluded.

The SEMP Cohort 6 concluded with the Module V "Fundraising, Marketing and Advocacy" which was held from June 2 - 14, 2008 at the Rausing Executive Development Center (REDC). LUMS faculty members and external consultants, such as CEO Shaukat Khanum Memorial Hospital and Mr. Ali Hassan Habib, CEO World Wildlife Foundation, Pakistan facilitated the programme.

A total of 31 NGO Managers (12 females) participated in the module, with representation from all over Pakistan. The participants felt that they had gained a lot of insight into the subjects presented to them. They were generally satisfied with the quality of the programme, the delivery of topics and case studies, its relevance to their current work, and its relevance in enhancing their future career. Participants felt that the sessions on Marketing, Advocacy, particularly the Philosophy of Advocacy and Tactics of Advocacy, and Fundraising were excellent in terms of their content and relevance to the social sector.

The SEMP Cohort 6 concluded with a Certificate Ceremony on June 13, 2008, hosted by SEDC at REC 1, LUMS. Dr Shaukat Brah, Dean SDSB, distributed SEMP completion certificates to 35 NGO Managers who had successfully completed all five modules of the SEMP Cohort 6. The ceremony concluded with refreshments for the participants, and the LUMS faculty.







FACULTY CONSULTANCY PROJECTS

Recently, the consultancy project, Aids Awareness Society (AAS), Lahore Impact Assessment Report was completed by LUMS Faculty member, Rasul Bakhsh Rais. The objective of this report was to assess the past performance of the AAS and to make recommendations on how it can improve its impact of promoting awareness about HIV/AIDS and Hepatitis C, and the further development of AAS as an organization.

Open Enrolment Programme: Developing Integrated Project Proposal

SEDC's Open Enrolment Programme offers a portfolio of programmes designed for social enterprises. These programmes facilitate learning in the key areas of management, leadership, project based accounting, performance measurement, financial management, resource management, governance, project monitoring and evaluation. The aim of the Open Enrolment Programme is to impart all participants with a deeper knowledge, wider perspective and valuable skills that will help them manage their organizations efficiently and fulfill project goals effectively.

Based on the positive response of organizations, and their enthusiasm to participate in SEDC's training programme, SEDC will be offering a series of open enrolment programmes, *Developing Integrated Project Proposal*, *Project Based Accounting and Budgetary Function in NGOs*, *and Monitoring, Evaluation And Learning System* (MEALS) are being offered from August - October 2008.

SEDC and University of Washington: Health Enterprise and Leadership Development Programme (HELP)

SEDC and the University of Washington faculty have collaborated to develop the Health Enterprise and Leadership- Development Programme (HELP). HELP is designed to develop leadership and management skills of health service personnel across the nation, with a focus on services relevant to Reproductive Health (RH), population and gender issues. HELP will focus specifically on improving service delivery of health and RH with the ultimate aim to address population and gender issues. Anita Verna Crofts and Nancy Campbell from the Population Leadership Programme Evans School of Public Affairs, University of Washington will be attending the training programme as course instructors. Managers and leaders from all organizations providing health related services within Pakistan will qualify for this training programme. The training programme will commence in January, 2009. For details, please check the SEDC Website.

SEDC-LUMS Student Internship Programme

Hands on experience in NGOs to refine your professional skills

The Student Internship Programme (SIP) was initiated to further SEDC-LUMS commitment to make the future aspiring generations aware about the social sector and thus contribute towards the development process in Pakistan.

During the quarter March to June 2008 the SIP 2008 was launched. This year 50 students applied to SEDC for the SIP directly. There were additional student applications that had been forwarded from the Career Development Office, LUMS. From this pool of students, more than 30 students have been confirmed internships at the moment. There are internships that are currently in the process of being finalized with the NGOs. Future students internships will be cost shared between SEDC and the NGOs concerned.

AISEC, Pakistan presentation at LUMS organized by SEDC

A combined effort of AIESEC and SEDC led to an NGO event, “The NGO Seminar - A forum to initiate collaboration” which was held on Friday, May 23, 2008. SEDC organized a platform for AISEC, Pakistan and other NGOs to introduce themselves to students at LUMS.

AIESEC is the world's largest student organization. It is present in over 800 universities in 89 countries and territories, including Pakistan. AIESEC is the international platform for young people to discover and develop their potential so as to have a positive impact in society.

The forum was attended by LUMS students and faculty and by representatives from organizations such as Aids Awareness Society, The NGO World Magazine, and SANJOG.

SEDC becomes a member of the Pakistan Evaluation Network (PEN)

SEDC recently became a member of PEN, with the aim having its technical and intellectual expertise introduced to local and international clients, as part of the SEDC, Monitoring and Evaluation (M&E) thematic area. PEN is a professional network that was initiated in 2004 to strengthen building a socially responsible society by addressing the challenges of transparency, professionalism and performance of national organizations in the development sector through development of M&E.

Being part of PEN, SEDC aims to be involved in the following activities

1. Advocacy, Awareness Raising and Training
2. M&E System Development
3. Research and Publication
4. M&E Consultancy
5. Networking / building partnerships at the national and international level

United Nations Resident Coordinator Office (UNORC) invite SEDC-LUMS to participate in their General Coordination Meeting to introduce SEDC's Disaster Management System

SEDC-LUMS had been invited by United Nations Resident Coordinator Office (UNORC) on May 2, 2008 at the United Nations Development Programme - Crisis Prevention and Recovery Unit (UNDP - CPRU) Office, Islamabad, to participate in their weekly General Coordination Meeting (GCM) to introduce SEDCs Disaster Management System (DMS) and Geographical Information System (GIS). At the GCM, World Food Programme (WFP) and UNORC also provided an overview of the Floods Contingency Planning exercise underway. NESPACK, Earthquake Reconstruction and Rehabilitation Authority (ERRA), and UNROC also had a presentation on the Rising Construction Material Prices in earthquake affected areas (EQAA).

There were about 25 participants attending the meeting, majority of them were from the UN sector including UN-Habitat, UNORC, UNDP. The following key members were present at the GCM meeting, representatives of UNDP CPRU unit, representative of International Strategy for Disaster Reduction (ISDR), representative of Office for the Coordination of Humanitarian Affairs (OCHA), representative from National Disaster Management Authority (NDMA), Concern Worldwide, Oxfam, World Vision, United Nations Resident Coordinator Office, Save the Children UK/US and alliance, and International Federation of Red Cross.

Others were from International NGOs (INGOs) that are currently working in disaster management, such as Islamic Relief, Muslim AID, and local organizations like Sungi foundation as well as government officials from National Disaster Management Authority (NDMA) were also there. All participants appreciated the efforts made by SEDC-LUMS.

Currently a prototype of the system is available, that can be tested. Participants at the meeting along with Balochistan Provincial Government Provincial Disaster Management Authority (PDMA) showed an avid interest in using the system for floods during the monsoon season. The UNORC representative advised all stakeholders present in the meeting to use DMS and to give SEDC a feedback with valuable suggestions.

IT Task Updates

The IT Task has been involved in the following activities

1. Up loaded complete CDSP (CIDA devolution support project) data into our GIS system
2. Worked on SEDC-Fellows database to put it online in GIS platform
3. Working on integration of DMS and GIS
4. Geographical Information System
5. Development of Social Enterprise Location Assessment (SELA) software

LAVN Update

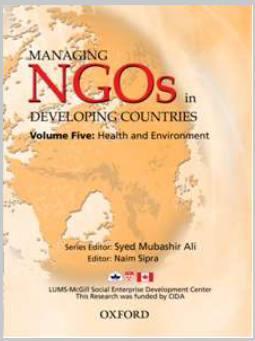
LUMS Alumni Volunteer Network (LAVN) has been created to build a bridge between social enterprises and the considerable pool of talented LUMS Alumni as an effort to "Promote the Spirit of Volunteerism" amongst LUMS Alumni. During this quarter, five NGOs have been short listed for the pilot phase of LAVN. Information about these NGOs has been collected and the Alumni have been told about the respective NGO where they will participate as a volunteer activity. SEDC plans to launch LAVN on full scale shortly.

SEDC PUBLICATIONS

The following SEDC books have been published and can be obtained from SEDC and the LUMS library.

- Managing NGOs in Developing Countries Volume Five: Health and Environment
- Devolution and Governance Reforms in Pakistan





UPCOMING EVENTS

Leadership Development Training Programme Module II for Kashf Foundation will be held July 17 - 19, 2008

Developing Integrated Project Proposal, SEDC Open Enrolment Programme August 4-8, 2008

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