



LUMS

SOCIAL ENTERPRISE DEVELOPMENT CENTRE

Suleman Dawood
School of Business

SULEMAN DAWOOD SCHOOL OF BUSINESS

Established in 1986, Suleman Dawood School of Business (SDSB) was the Lahore University of Management Sciences' (LUMS) first school. The school offers a variety of programmes including an intensive full-time MBA, an executive MBA, a PhD in Management, and Bachelor's programmes in Accounting and Finance and Management Science. In addition, the Rausing Executive Development Centre (REDC) offers short duration programmes for busy executives. The school also conducts rigorous research through the Strategic Sectors Research Centre (SSRC), the Case Research Centre (CRC) and the Social Enterprise Development Centre (SEDC). The Centre for Islamic Finance (CIF) and the Center for Governance and Public Management (CGPM) are recent initiatives aimed at developing research as well as linkages with academia and industry in the areas of finance and public management.

Our aim is to cater to the varying educational needs of a culturally diverse and geographically dispersed student body by preparing them academically, personally and professionally. Our objective is to provide our students access to opportunities to make a positive difference in the world and enable our faculty in producing cutting-edge research in their areas of expertise.

Our knowledge fuels action which translates into the leadership of our alumni, students and faculty, extending into communities, businesses and institutions around the world.





INTRODUCTION

SEDC is in its 15th year of operation. Since its inception, the Centre has achieved prominence in the development sector and is continuously working towards becoming an international centre of excellence. We have enhanced the capacity of various organizations and individuals that seek to improve the socio-economic development of the country. The research, training and policy initiatives of SEDC have allowed it to achieve national level credibility in terms of capacity development. As part of this effort over the years SEDC has provided platforms for deep engagement with cross-sectional stakeholders.

In April 2017 SEDC hosts its first ever international conference on gender, titled 'Gender, Work and Society: Challenges, Opportunities and Prospects for Women's Economic Empowerment' in South Asia and beyond. The conference provides an interdisciplinary platform for the analysis and critique of recent trends, innovations, and conditions related to gender, work and society. It brings together scholarship problematizing women's work, within and outside the household, in particular social, economic, political and historical contexts.

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BACKGROUND

The Social Enterprise Development Centre (SEDC), at the Suleman Dawood School of Business (SDSB), Lahore University of Management Sciences (LUMS) was founded in July 2001, in collaboration with McGill University, Canada, with financial support from the Canadian International Development Agency (CIDA).

The Centre works to promote genuine research, praxis and public policy dialogue to enhance gender equality. The Centre has led initiatives in governance, maternal health, education, microfinance and women's entrepreneurship to name a few. Over the years SEDC has published over 200 case studies and technical notes, several casebooks, policy briefs and other reports. Having successfully developed a network of more than 500 social sector organizations across the country, the Centre also assists development partners to form linkages, collaborate and work together on policy initiatives.

SEDC has partnered with numerous international donor organizations including the Canadian International Development Agency (CIDA), the Packard Foundation, Citi Foundation, United States Agency for International Development (USAID) and U.S. Department of State.

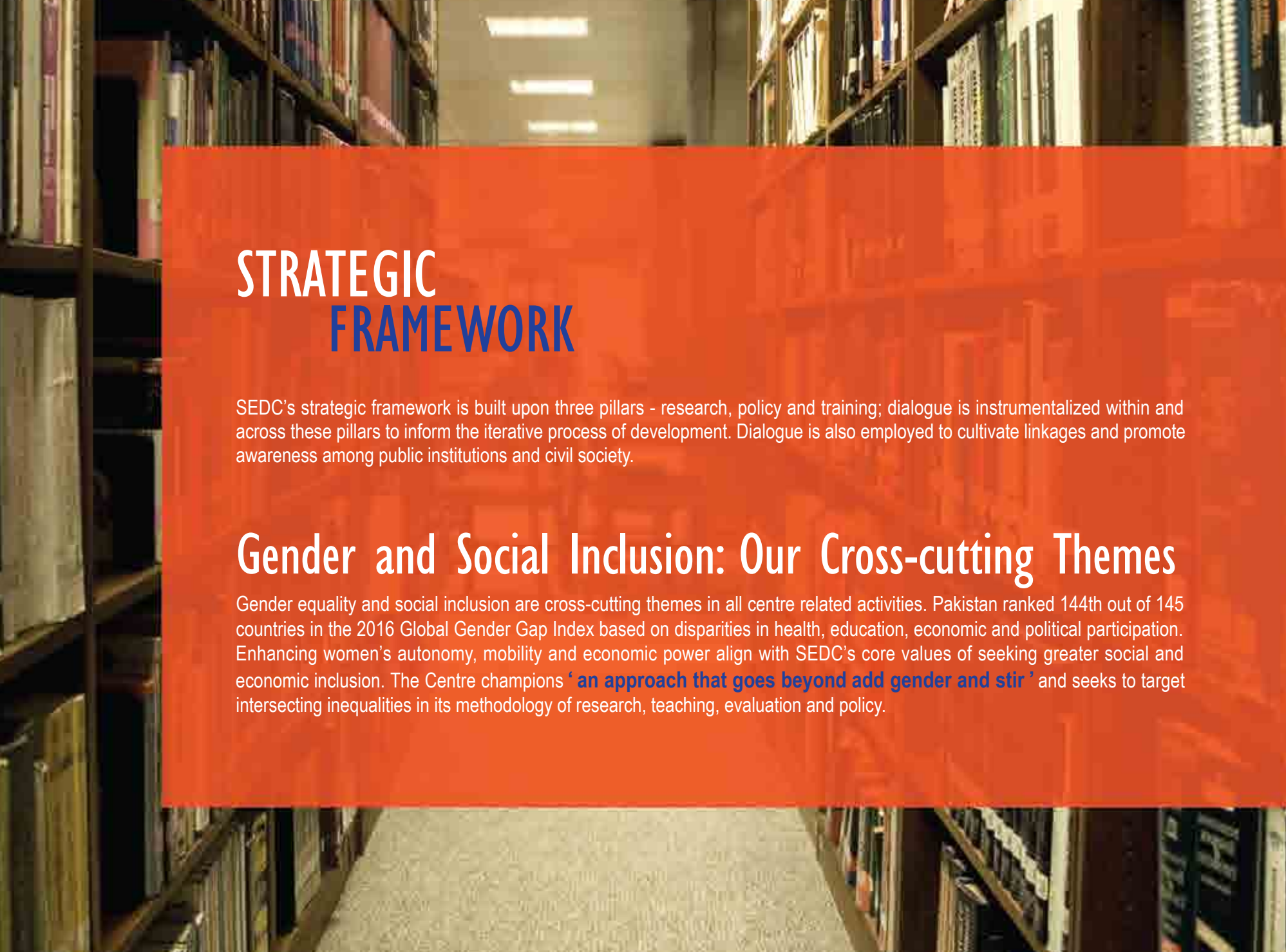


VISION

To enable Pakistan's social and economic development through research, policy dialogue, training and monitoring & evaluation.

MISSION

SEDC's mission is to be an important stakeholder in Pakistan's economic and social development. Its focus is on action and policy research, capacity building through direct training and monitoring & evaluation in key areas of the country's economic and social development.



STRATEGIC FRAMEWORK

SEDC's strategic framework is built upon three pillars - research, policy and training; dialogue is instrumentalized within and across these pillars to inform the iterative process of development. Dialogue is also employed to cultivate linkages and promote awareness among public institutions and civil society.

Gender and Social Inclusion: Our Cross-cutting Themes

Gender equality and social inclusion are cross-cutting themes in all centre related activities. Pakistan ranked 144th out of 145 countries in the 2016 Global Gender Gap Index based on disparities in health, education, economic and political participation. Enhancing women's autonomy, mobility and economic power align with SEDC's core values of seeking greater social and economic inclusion. The Centre champions '**an approach that goes beyond add gender and stir**' and seeks to target intersecting inequalities in its methodology of research, teaching, evaluation and policy.



MAIN THEMATIC AREAS

GOVERNANCE

Governance is both an opportunity and a challenge in the current Pakistani context. We see opportunities abound as public-private partnerships increasingly take on an unwieldy, slow-to-change public sector and highly skilled, energetic teams collaborate to revamp our state machinery. On the other hand, we recognize that the public sector's mandate includes ensuring basic human rights and dignity for every one of its citizens and we seek to support this goal by helping to enhance public management systems. To this end, a five-year public sector Assessment and Strengthening Programme (ASP) was completed which was funded by the USAID.

EDUCATION

Education is the constitutional right of every Pakistani yet every twelfth out-of-school child in the world is from Pakistan with an estimated 25 million out-of-school children in the country. At SEDC, we are working with a core group of faculty engaged in education-related research to develop specific interventions aimed at improving the quantity and quality of education, especially for vulnerable populations. For instance, a Youth Financial Literacy programme was conducted under the Citi Foundation Project.

HEALTH

Health is a primary driver of a nation's human capital. Inequities in health also lead to poverty traps and low rates of economic growth. Health reforms and restructuring the sector are critical to the health of the nation. At SEDC we are working to improve health service delivery. A case in point is the five-year reproductive health programme funded by the David and Lucile Packard Foundation.

INCLUSIVE FINANCE

Pakistan's microfinance sector goes back to the early 80s but it was not until 2001 that it was formalized under the Microfinance Institutions Ordinance 2001. Microfinance institutions are designed to fill a crucial gap in our financial system which has traditionally served the middle and upper income strata of society. As double bottom-line organizations, microfinance institutions and banks must balance their social mission with the imperative of financial sustainability. At SEDC we are uniquely placed to train and enhance the capacity of such institutions given our research and expertise in social enterprise management. Under the Citi Foundation Project, we successfully trained several such institutions and are currently working with the microfinance sector to develop future linkages.

RESEARCH

Research at SEDC is designed to explore and highlight key issues in our country's economic and social development and to provide data driven policy recommendations. Our research creates an intellectual resource base that focuses on the policy agenda, identifying best practices, implementing solutions and prospective collaborations, all aimed at strengthening the development sector.

Our research directly assists in producing and updating our in-house training resources and their delivery to programme participants. SEDC has published over 200 case studies and technical notes. We have also produced nine case books, several strategy papers, NGO Pulse Reports and policy briefs, all of which serve as handbooks on social sector development and management in Pakistan, informing and generating dialogue with local and global stakeholders. In addition, our faculty regularly publishes cutting-edge research in areas of interest to our stakeholders. Recent examples of this research can be found below.

Gender

- Ali, F. & Syed, J. (2016). **From rhetoric to reality: A multilevel analysis of gender equality in Pakistani organizations.** *Gender, Work & Organization*.
- Butt, A. & Khalid, I. (2016). **Empowering women in Pakistan: An analysis of the nongovernmental approach.** *Case Research Centre, Lahore University of Management Sciences*.
- Zulfiqar, G. M. (2016). **Financializing the poor: 'Dead capital', women's gold and microfinance in Pakistan.** *Economy and Society*.
- Ali, F. & Kramar, R. (2015). **An exploratory study of sexual harassment in Pakistani organisations.** *Asia Pacific Journal of Management*.
- Beger, M. & Zainulabdin, K. (2015). **Breaking the silence: Acceptability, perceived impact, and need for girl talk, a health education website for female Pakistani college students.** *Cases in Public Health Communication & Marketing (CPHCM)*.
- Choudhry, M. T. (2015). **Women entrepreneurship in Pakistan: Issues and challenges.** *Case Research Centre, Lahore University of Management Sciences*.
- Choudhry, M. T. & Uqaili, H. (2015). **Gender disparity in Pakistan's labor market: Issues and challenges.** *Case Research Centre, Lahore University of Management Sciences*.
- Ali, F. (2013). **A multi-level perspective on equal employment opportunity for women in Pakistan.** *Equality, Diversity and Inclusion*.
- Choudhry, M. T., Marelli, E. & Signorelli, M. (2012). **The impact of financial crises on female labor.** *The European Journal of Development Research*.

Rural Development

- Rauf, H. & Zainulabdin, K. (2016). **Capital dairy & livestock - Buffalo vs Cow decision.** *Case Research Centre, Lahore University of Management Sciences.*
- Shahzad, C.T., Seyyed, F., Naeem, R. & Ishfaq, H. (2015). **Agricultural credit in Pakistan.** *Case Research Centre, Lahore University of Management Sciences.*
- Zaffar, M. A. (2015). **Introduction to agribusiness value chain.** *Case Research Centre, Lahore University of Management Sciences.*
- Rana, M. A. (2014). **Seed provision in Pakistan: The political economy of legislative and institutional reform.** *Case Research Centre, Lahore University of Management Sciences.*
- Shahzad, C. T., Ismail, I., Shahid, H. & Danial, S. (2014). **Dairy farming and dairy industry in Pakistan.** *Case Research Centre, Lahore University of Management Sciences.*

Inclusive Finance

- Ahmad, G. (2017). **The ethics of consuming Islamic banking products: Moral consistency and licensing.** *Unpublished manuscript, Lahore University of Management Sciences (LUMS), Lahore, Pakistan.*
- Zulfiqar, G. M. (2017). **Do competing logics allow microfinance to reduce intersecting inequalities.** *Feminist Economics.*
- Zulfiqar, G. M. (2016). **From Kashf Foundation to Kashf Microfinance Bank - changing organizational identities.** *Asian Journal of Management Cases.*
- Bashir, M. & Sethi, A. (2015). **Background note on Punjab Revenue Authority.** *Case Research Centre, Lahore University of Management Sciences.*

Health

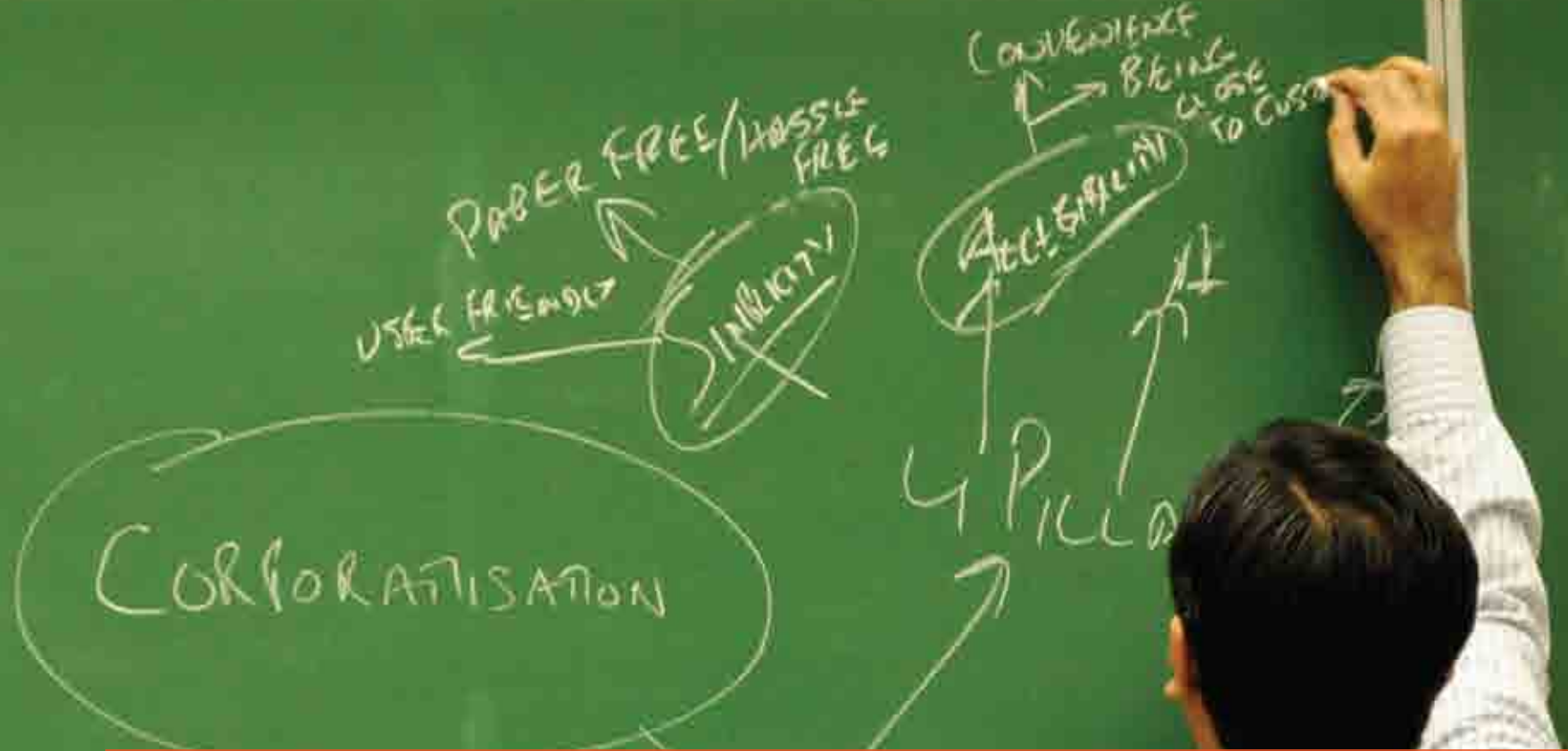
- Ashraf, M. J., Bhatti, A. & Akhtar, F. (2015). **Shaukat Khanum Memorial Cancer Hospital and Research Centre endowment fund.** *Asian Journal of Management Cases.*
- Rana, M. A. (2015). **Building a dashboard for the Punjab health department.** *Case Research Centre, Lahore University of Management Sciences.*
- Choudhry, M. T. (2014). **Reproductive health issues in textile sector of Pakistan. Lahore, Pakistan: David & Lucile Packard Foundation.**
- Rana, M. A. (2014). **The Punjab Health Foundation: Governance structure and program portfolio.** *Case Research Centre, Lahore University of Management Sciences.*
- Choudhry, M. T. (2013). **Power of women leader's network for promoting reproductive health in Pakistan. Lahore, Pakistan: David & Lucile Packard Foundation.**

Education

- Butt, A. & Hemani, S. (2016). **A challenge in governance: A case of higher education in Pakistan.** Case Research Centre, Lahore University of Management Sciences.
- Butt, A. & Hemani, S. (2015). **A note on university governance.** Case Research Centre, Lahore University of Management Sciences.
- Butt, A. & Hemani, S. (2015). **Higher education in Pakistan (1947-2013): A perspective on critical issues and the way forward.** Case Research Centre, Lahore University of Management Sciences.
- Rana, M. A. (2015). **Punjab Education Foundation: Governance structure and program portfolio.** Case Research Centre, Lahore University of Management Sciences.
- Alvi, S., Khurshid, A., & Khan, A. K. (2013). **PEEF: Punjab Education Endowment Fund.** Case Research Centre, Lahore University of Management Sciences.
- Rana, M. A. (2013). **Primary and secondary education in Pakistan: Key issues and challenges.** Case Research Centre, Lahore University of Management Sciences.
- Polani, F. Z., Abid, S., Khan, A. K. & Khurshid, A. (2012). **Federally Administered Tribal Areas (FATA): Recruitment and selection in the education department.** Case Research Centre, Lahore University of Management Sciences.

Governance

- Ahmad, G. & Rehman, S. (2016). **The Citizens Foundation: Managing organizations and growth strategy.** Case Research Centre, Lahore University of Management Sciences.
- Ashraf, J. & Bhatti A. (2016). **Pre-procurement audit for public sector projects.** Case Research Centre, Lahore University of Management Sciences.
- Waheed, Z. (2016). **Public sector project management in Pakistan: Governance process and issues.** Case Research Centre, Lahore University of Management Sciences.
- Mahmud, T. (2015). **Civil services and process of reforms in Pakistan.** Case Research Centre, Lahore University of Management Sciences.
- Alvi, S., Khan A. K. & Khurshid A. (2014). **Change management in Pakistan's public sector organisations.** Case Research Centre, Lahore University of Management Sciences.
- Khan, J. & Jalil, M. (2012). **Public sector procurement stage 1: Annual procurement planning.** Case Research Centre, Lahore University of Management Sciences.



POLICY

SEDC firmly believes that sustainability and long-term development are impossible to achieve without engaging with the state at the policy level. We therefore organize policy forums on areas key to Pakistan's socioeconomic development. The Centre also develops research centric policy briefs on relevant policy issues. These briefs serve as a resource base for developing practical solutions and policy interventions.

We are conducting policy brief writing workshops and include policy writing in our annual summer research internship programme. The internship programme provides a platform for our students to learn to connect their research and writing skills with policymaking.



TRAINING

SEDC provides in-house training to social enterprise professionals to develop and enhance their outcome-driven management and leadership capacity. The programmes offer sessions in team building, management skills, human resource development, monitoring and evaluation, and change management to name a few.

These programmes are designed after careful assessment of each sector's needs, their unique opportunities and challenges and linkages with the larger development ecosystem. The key to effective design is developing frameworks using management theory and aligning them with the characteristics of the particular social enterprise or sector in question. The goal of our outcome-driven training programmes is to enhance the leadership potential of social enterprise teams. To this end, we customize our training programmes by conducting learning needs assessment sessions and applying our learnings from the field to tailor our programmes according to the sector and participant needs.

Training programmes conducted recently include:

A. Pakistan Women Entrepreneurship Programme (PWEP) (funded by the U.S. State Department) 2014 — 2017

- Leadership and Team Building Programme (L&TB)

B. National Leadership for Reproductive Health and Development (NLRHD) (funded by Packard Foundation) 2011 — 2013

- Integrated Project and Portfolio Management
- Team Building and Human Resource Management
- Monitoring, Evaluation and Learning Systems
- Budgeting and Financial Management in Social Sector Organizations
- Leadership Skills Development for Social Sector Management
- Social Sector Project Management
- Qualitative Research for Social Sector Initiatives
- Strategic Management of Social Enterprises
- Marketing and Advocacy of Social Initiatives
- Results-Based Management Programme
- Leadership Development Programme for Women Leaders

C. Management Development Programme for Microfinance Institutions (funded by Citi Foundation) 2010 — 2011

- Management Development Programme for Microfinance Managers
- Management Development Programme for Microfinance Executives

D. Health Enterprise Leadership Programme (HELP) (funded by Packard Foundation) 2008 — 2010

- Leadership Development Training for Managers (LDTM)
- Leadership Development Training for Executives (LDTE)

E. Outreach Continuing Education Programme (funded by CIDA) 2001 — 2008

- Training for Development Programme (TDP)
- Social Enterprise Management Programme (SEMP)
- District Social Service Officers Training Programme (DSSO)

F. Customized Training Programmes

- Monitoring, Evaluation And Learning Systems (MEALS) for Earthquake Reconstruction & Rehabilitation Authority [ERRA]
- Qualitative Research and Social Monitoring for Technical Report Writing for Earthquake Reconstruction & Rehabilitation Authority [ERRA]
- Social Enterprise Management Programme for Marie Adelaide Leprosy Centre (MALC)
- Leadership Development Training Programme for KASHF Foundation
- Leadership Development Training Programme for Afghan NGO Managers (Church World Services - Pakistan/Afghanistan)
- Leadership Development Training Programme for Plan Pakistan International
- Result Based Management for Plan Pakistan International
- Essential Skills for Microfinance for Pakistan Poverty Alleviation Fund (PPAF)
- Management Development Programme for Strengthening Participatory Organizations (SPO)

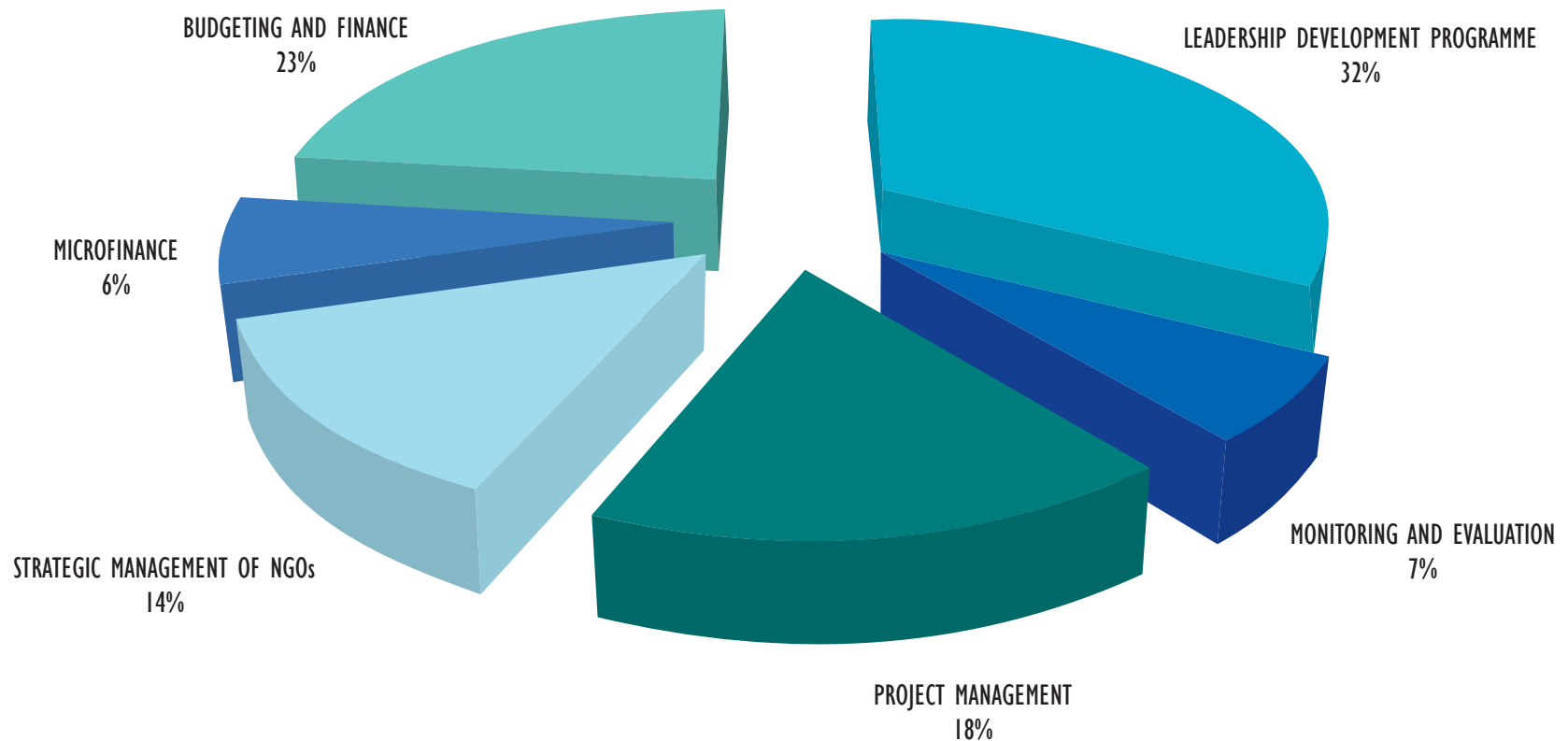
- Product Development for Centre for Women Cooperative Development (CWCD)
- Risk Portfolio & Delinquency Management for Centre for Women Cooperative Development (CWCD)
- Treasury, Liquidity and Risk Management for Centre for Women Cooperative Development (CWCD)
- Basic Principles, Concepts and Modes for Centre for Women Cooperative Development (CWCD)
- Conversion & Other Related Issues for Centre for Women Cooperative Development (CWCD)
- Accounting, Auditing and Internal Control for Centre for Women Cooperative Development (CWCD)
- Finance for Non-Financial Managers for Centre for Women Cooperative Development (CWCD)
- Islamic Financial Systems for Centre for Women Cooperative Development (CWCD)
- Islamic Microfinance Principles for Centre for Women Cooperative Development (CWCD)
- Leadership & Human Resource Management for Centre for Women Cooperative Development (CWCD)
- Marketing for Islamic Financial Services for Centre for Women Cooperative Development (CWCD)
- Capacity Building Training Programme for United Nations Development Programme (UNDP)

G. Open Enrollment Training Programmes

- Population Leadership Programme (PLP)
- Monitoring, Evaluation And Learning Systems (MEALS)
- Budgetary Functions and Project Based Accounting for Social Enterprises (BFPBA)
- Developing Integrated Project Proposals (DIPP)
- Community Development Practices (CDP)
- Disaster Management Training Programme (DMTP)
- Participatory Research Learning & Action (PRLA)
- Value Chain & Marketing (VCM)
- Monitoring & Evaluation Programme for Commissioners (MEPC)

SEDC has trained more than 2000 individuals from over 450 organizations and conducted more than 100 training programmes

PARTICIPANTS TRAINED IN SEDC TRAINING PROGRAMMES



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MONITORING AND EVALUATION (M&E)

SEDC believes social service delivery can best be improved by building consensus-driven, outcome-based evaluations and assessments. Our M&E programme seeks to assist development sector organizations in identifying, analyzing and solving problems using a demand driven approach. Using our faculty's international experience consulting on public, private and nonprofit impact evaluations we have designed and delivered cutting-edge M&E programmes which we continue to update as new best practices emerge and management theory explores new frontiers.

RECENT PROJECTS

PAKISTAN WOMEN ENTREPRENEURSHIP PROGRAMME (PWEP): 2014 — 2017

Funded by the U.S. State Department, PWEP was launched in 2014 as a joint initiative of LUMS and American University, Washington DC. The project is working to build the capacity of Pakistani women entrepreneurs in creating, sustaining and scaling up their businesses. It focuses on providing quality capacity building, mentoring, and leadership training to help women in areas of marketing, management, operations, finance and human capital development. The aim is to champion and support female entrepreneurs and to suggest changes in the current regulatory climate to reduce gender inequalities. It has engaged American University and LUMS faculty and staff in exchanges of information, experiences and expertise relevant to female entrepreneurship in Pakistan. The programme is divided into two phases and three components which include Certificate Programme for Women Entrepreneurs, Leadership Programme and Women Summit.

ASSESSMENT AND STRENGTHENING PROGRAMME (ASP): 2010 — 2015

ASP-LUMS was a 5-year long training programme funded by the United States Agency for International Development (USAID). It was designed to bring the management of Pakistani civil society and government organizations to a higher level of management excellence, accountability, and transparency. Over 3,000 managers and executives from government and civil society organizations from across Pakistan were trained in areas including monitoring and evaluation, fiscal decentralization, and leadership and cultural change. An Internship Fair and several conferences that included a Research Dissemination Conference and a Learning and Experience Sharing Conference were also organized and conducted through SEDC. The aim of these collective events was to build the institutional capacity of local organizations, which would enable development of efficient and responsible mechanisms in civil society and social organizations.

CITI FOUNDATION PROJECT: 2009 — 2012

The Citi Foundation Project was a collaboration between Citi Bank, Pakistan and the SEDC. The project began in 2009 and targeted three sectors: financial literacy, higher education and microfinance. The three modules were spread out over three different projects; a Management Development Training Programme for Microfinance Institutions, Living Literacy, Changing Lives: Citi-LUMS Youth Initiative and Expanding the Role of Universities Towards Socioeconomic Development Initiative.

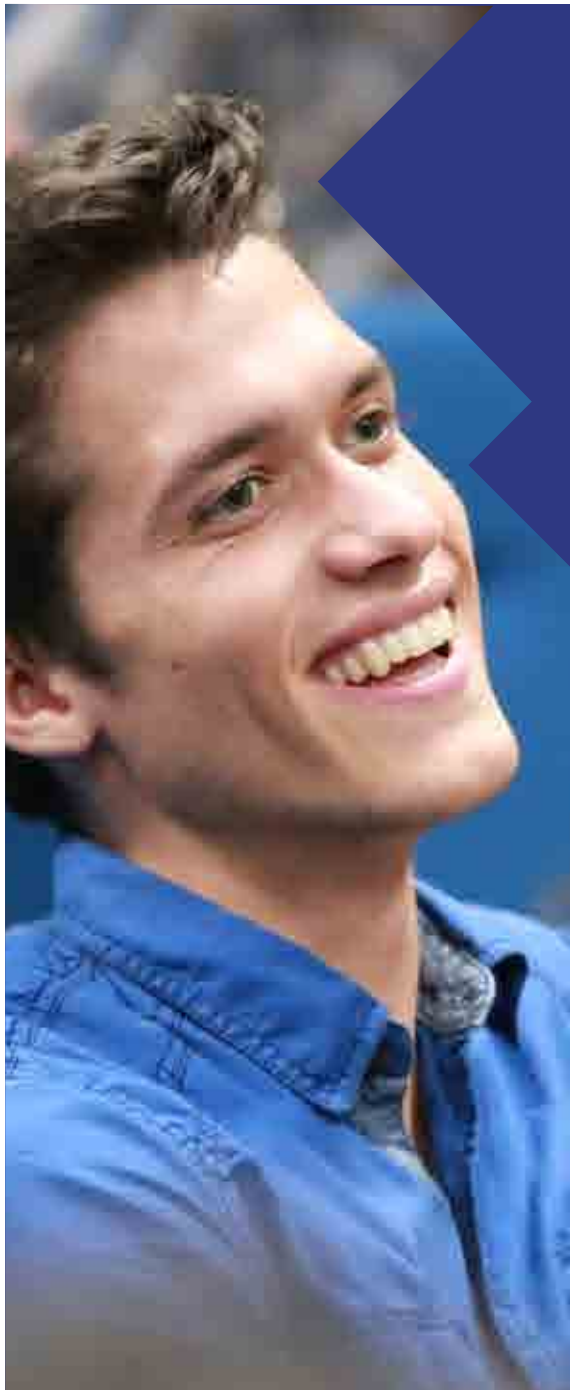
DAVID AND LUCILE PACKARD FOUNDATION: 2008 — 2013

The Packard Foundation partnered with SEDC in 2008 for a five-year healthcare programme that included two projects. The first was titled the Health Enterprises Leadership Development Programme (HELP), under which SEDC undertook the management and leadership training of health officials to improve service delivery in the public sector. The second programme was the National Leadership for Reproductive Health and Development Project (NLRHD) initiative that formulated a National Women's Leader Workshop and conducted management and leadership training programmes. A total of 631 individuals were trained under these health projects.

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA): 2001 — 2008

SEDC was established with funding from CIDA. Under a collaborative agreement between McGill University and LUMS, the project ran for seven years from 2001 to 2008 under which more than 300 social service managers were trained and over 200 case studies were produced. A working paper series was also published under the title of 'Managing NGOs in Developing Countries'. The CIDA Project also gave birth to the SEDC internship and training programme that dealt with capacity building and strengthening monitoring and evaluation mechanisms in the sector.





Social Enterprise
Development Centre

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