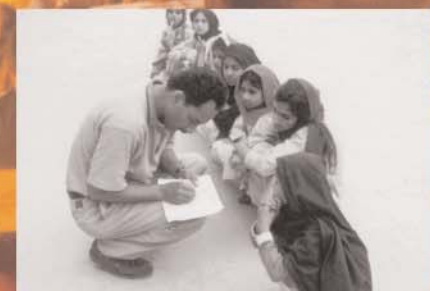


# Action Research Course

19 week course  
to learn basics of  
desk and field research

Designed (and to be  
conducted) by leading  
experts to suit the  
requirements of Pakistani  
civil society organizations  
interested/engaged in  
advocacy work



Church  
World  
Service  
Pakistan/  
Afghanistan

# What's in this brochure?

## Introduction

Brief description of the need that the course aims to meet and how? ... 2

## Objectives

What can participants and their nominating organizations expect to gain from the course ... 3

## Eligibility criteria

Who can attend the course? ... 4

## Methodology

Details of various teaching methodologies that the course has adopted to make learning effective and efficient ... 5

## Course plan

Full details of the three modules and their parts that the course comprises of ... 7

## Schedule

The date-wise breakup of the course plan, which part will be undertaken when? ... 12

## Facilitators

A brief introduction of the resource persons responsible for different parts of the course ...13

## Course Fee

Details of course fee and other terms and conditions for participation ... 18

## Organizers

A brief introduction of Church World Service-Pakistan/Afghanistan and its program that has organized the course ... 20

# Introduction

An increasing number of civil society organizations in Pakistan are these days engaging in advocacy and lobbying on a variety of subjects. Research is of fundamental importance for a strong advocacy initiative. It enables the advocates to be objective and realistic in their approach on the one hand and provides them with a sound ground to be effective and efficient on the other.

Research is primarily the jurisdiction of higher educational institutes. Yet research capacities of Pakistan's universities are also limited and they mostly do not share common interests with civil society organizations. Collaboration between the two are rare. The CSOs thus mostly have to draw heavily from international experiences rather than local ones for developing an understanding of these issues and for designing an advocacy initiative. This dims their chances of success and creates doubts about the legitimacy of their causes as well.

Church World Service-Pakistan/Afghanistan is taking an initiative to nurture a culture of research in civil society organizations. We are offering a comprehensive 19 week course that will help introduce basics of research and capacitate participants to independently design and undertake small research initiatives.

**Action Research Course** is designed to support organizations and individuals in their advocacy initiatives. 'Action' in the title of the course implies that the research thus conducted will feed into advocacy projects and could be directly translated into specific actions.

The Course is designed for working professionals - project staff with no specific research background. It will introduce to the participants basics of research through three residential workshops and three office/home-based assignments spread over a period of four and a half months (19 weeks to be exact). Online support for completing the assignments and help in facing practical problems will be available from the lead resource persons to all the participants throughout the course.

The course comprises of three modules.

Module 1 is all about secondary source research. It primarily focuses on two skills; one, how can you search and use the work already done by others in your area of interest. Two, how can you infer relevant information from the available statistical data. This module starts with a six-day residential workshop and is followed by two office/home-based assignments to be completed in the following seven weeks. Online support of the lead resource person will remain available to all participants through out this period.

Module 2 starts immediately after the submission of assignments under Module 1. It will introduce primary source research. How can you design field surveys, interview and collect and formulate information from the primary sources. This module also consists of a six-day residential workshop that is followed up by one field research assignment to be completed in the ensuing 8 weeks. Online support of the lead resource persons will again remain available to all the participants through out this period.

Module 3 is about how to develop research outputs for media, web and campaign materials. This concluding module is a four-day residential workshop.

# Objectives

To support civil society organizations in Pakistan in their advocacy endeavors by:

- Helping them identify local advocacy issues and their various dimensions/ factors/ determinants through scientific research methods
- Strengthening their capacity to give local context to the larger (national/global) issues on their work agenda in an objective manner
- By building bridges between civil society organizations and the research centers of higher educational institutions

By the end of the course,  
**individual participants will be able to:**

- 1: Identify and select appropriate research methods and tools for different tasks
- 2: Design and conduct small scale researches in their local setting that includes:
  - a: Search, analyze and compile research already done by others into a paper for their own specific needs
  - b: Understand and analyze available data on a subject and statistically deduce from it relevant numbers and formulations according to their particular needs
  - c: Plan and fully undertake a field based primary source research exercise
- 3: Able to translate research findings into advocacy outputs for media, web and other target groups.

By the end of the course  
**organization nominating a participant will have:**

- 1: Three brief research papers related to the area of its interest
 

The topics of the three research assignments that each participant will undertake will be decided keeping in view the area of interest of the organization he/she has been nominated by
- 2: And of course, a well capacitated staff member

# Eligibility

The course is primarily aimed at medium sized civil society organizations working in any part of Pakistan or Afghanistan and with no in-house researchers available. They can nominate one or more of their project staff members for the course. The nominees have to be at least graduates with proficiency in English and computer use. As the course will cover the basics, they do not necessarily need to have any experience in research.

Individuals and students of social sciences can also benefit from the course.

## Who can attend the course?

1: Individuals nominated by organizations that are engaged/interested in advocacy work whatever maybe their area of specialization; from human rights to agriculture productivity to environmental protection.

2: The course can also be useful for organizations involved with work other than advocacy like organizations involved with emergency relief may use small scale research to make their work more efficient and effective. Same is true for organizations having service delivery agendas.

3: Participants are not required to have a prior qualification or academic background in research

4: Participants must have an educational qualification equivalent to or higher than graduation (bachelor degree).

5: Participants are not required to be fluent speakers of English, however their ability to comprehend English text and good writing abilities are a must. The medium of instruction of the course will be both English and Urdu. Some foreigner resource persons, however, will communicate in English alone.

6: Proficiency in computer use especially MS Office and internet is a must.

7: Individuals and students of social sciences may also apply in their own personal capacity .

8: Special scholarships are available for the organizations nominating more than two female staff members.

# Methodology

As the participants of the course are development professionals, the workshop environment will be frank as opposed to the strict teacher-student relationship. The residential workshops will be held in the CWS Center in Murree that has a cosy hall with seating arrangement on floor (with cushions). Both the participants and the resource persons will be residing at the same campus and participants will be welcome to engage with the resource persons even after the planned sessions.

The course methodology has been evolved keeping in mind that the participants are working professionals and not full-time students. The other major consideration is that the training shall provide ready-to-use tools to the participants that their organizations can benefit from immediately.

Learning has been divided into residential workshops that are followed by in-field practice (Assignments) of the acquired knowledge. The participants thus can immediately put to practice their new skills and can approach back the resource persons with more practical questions.

## Lectures by experts

One of the major components of the course comprises three interconnected residential workshops covering 16 (6+6+4) days. The days have further been divided into 24 sessions. Each session comprises a lecture/presentation on a specific subject to be delivered by an expert of national and/or international standing.

The lectures will be interactive and the participants will be encouraged to ask questions.

## Lead resource persons

A lead resource person will be the main facilitator of each workshop and remain present throughout the workshop days. As most sessions will be conducted by visiting experts, the lead resource person will help participants collate different sessions and will knit all the lectures together.

## Hands on exercises

The course includes six hands on exercise with the active support of resource persons. Three of these (Smart search, compilation methods and research design) have been planned as independent half day (three and half hour) sessions. While the other three (sampling, questionnaire and interviews) are embedded into larger (than half day) sessions.

## Guest speakers

Guest speakers are invited to brief the participants on two subjects during the first residential workshop. One representative from the Population Census Organization will brief about how popula-

tion census is conducted and the other from Mehboobul Haq Human Development Center will brief the participants on how the Human Development Index is developed. (to be confirmed)

## Presentations of examples

During the second residential workshop, three guest speakers from different CSOs, will make presentations about one of the primary source research that they had conducted. The participants will get to learn from real examples and shall be asking questions from the researchers.

## Workbook

The Course includes a Workbook on statistics for basic researchers. It will help the participants gain mastery over statistics by solving problems. The workbook has been specially developed keeping in view the specific needs of the CSO workers. The problem solving from the Workbook will be part of the two sessions on Basics of Statistics.

## Office-based Assignments

The participants will be given three assignments that they will undertake during the 16 week period falling in between the residential workshops. The assignments are actually three small scale researches using three different methodologies. The topics of these researches will be decided independently by each participant in collaboration with the lead resource persons.

Assignment 1 is based on how the work on the selected topic done already by others can be used to develop a brief paper. That is, the participants will search the already done work related to their topic and compile it into a report.

Assignment 2 is focused on how to use the avail-

able statistical data to draw results relevant to your topic. The participants will search and acquire the relevant data and analyze it into a brief report.

Assignment 3 is a field based research exercise involving sampling, questionnaires and interviews. The participants will also analyze the generated data to develop a report.

## Continuous online support

As the participants will put their skills and knowledge to practice while undertaking assignments they will come up with new questions and will need help in solving practical problems. The participants will communicate these issues to the lead resource persons through email and will get the required help. The lead resource persons will remain available to all the participants through email for the entire assignment period.

The lead resource person for the first residential workshop will provide online help to the participants in attempting Assignment 1 and 2 for the 7 week period (August 16 to October 1, 2010)

The lead resource person for the second residential workshop will provide online help to the participants as they attempt Assignment 3 for 8 weeks period (October 18 to December 10, 2010)

## Course materials

Each participant will be provided a set of course material that will include copies of presentations/session plans, a booklet on information and data resources of Pakistan and some other relevant reading material.

This will not only help participants avoid taking extensive notes during the sessions but will also encourage them to pursue extra readings on various subjects.

# Course plan

The course consists of three modules. The first two have two parts each.

## Module 1

Part 1: 6-day residential workshop (10 sessions)

Part 2: 7 weeks of office based assignments and online expert support

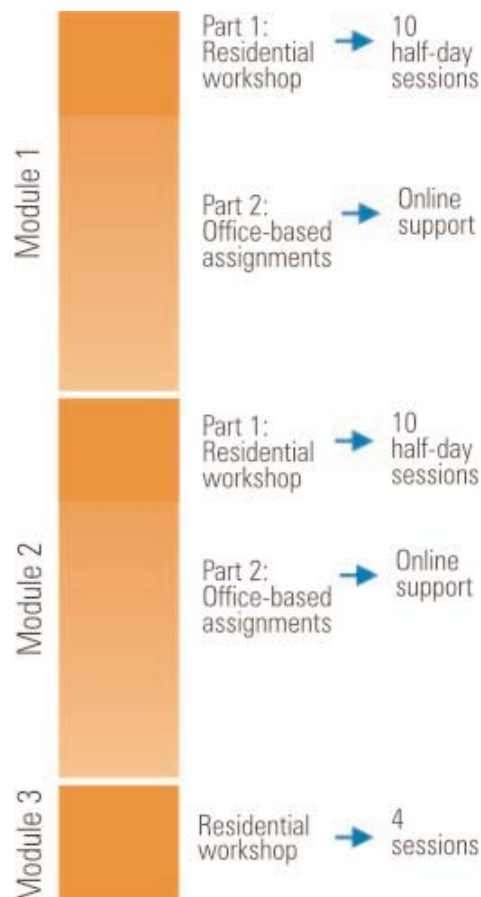
## Module 2

Part 1: 6-day residential workshop (10 sessions)

Part 2: 8 weeks of office based assignment and online expert support

## Module 3

4-day residential workshop



## Module 1, Part 1

This part of Module 1 comprises one six-day residential workshop consisting of ten half-day sessions. The lead resource person will conduct the entire workshops while experts of various areas will take different sessions.

Following are briefs of the ten sessions:

### 1. Introduction to basics of research

How can research help/improve your working?  
How to arrive at a research question? How to choose a research tool?

### 2. Smart Search

How can you benefit from the work already done by others on subject of your interest? What is Smart search? Beyond just Googling a topic? How can you use Internet efficiently and not get lost?

### 3. Hands on search exercise

Participants will choose a search topic and search the relevant documents on the Internet with the assistance of the resource person. Participants will use/share their own PCs while the organizers will provide online connectivity.

### 4. Basics of Statistics 1

Basic concepts of statistics. Introduction to the data sources in Pakistan. Introduction of the course Workbook - Statistics for beginners

**5. Population census**

What is a census? What it contains? How is it conducted?

Guest speaker from Population Census Organization

**6. Basics of Statistics 2**

More on the basic concepts of the statistics. Problems faced by the participants in attempting the Workbook - Statistics for beginners

**7. Human Development Index**

How HDI is developed? Demonstration of using available statistics to understand and define newer socio-economic trends

**8. Compilation Methods**

How to make sense out of your search results? How can you build a 1,500-2,000 word write-up out of that? The basic structure of an article and writing techniques.

**9. Hands on compilation exercise**

Participants will compile the results of their internet search into an article with the assistance of the resource person

**10. Research ethics**

How much of the others' work is actually yours? What are the basic principles of using the work done by others? Basic terminology used in acknowledgment, referencing and citation.

**Module 1, Part 2**

All the participants will decide two topics for research in consultation with the lead resource person during the first residential workshop (Module 1, Part1). The topics have to be relevant to the area of work/interest of their nominating organizations. Both the topics will become assignments for them that they have to complete in the following seven (7) weeks while working from their offices/homes. Assignment 1 will be completed by searching the work already done by others and compiling it into a report. Assignment 2 will be based on analyzing relevant statistical data and compiling it into a report.

The lead resource person will remain available to all the participants through email during the seven week period. The participants can ask questions and share problems that they face in undertaking their assignments. The lead resource person will try to help them out.

All the participants have to submit their written assignments at the end of the seventh week. The lead resource person will assess and grade these submissions.

A participant failing to submit an assignment may continue into Module 2 but will not be awarded the course completion certificate.

## Module 2, Part 1

This part of Module 2 comprises one six-day residential workshop consisting of ten half-day sessions. The lead resource person will conduct the entire workshops while experts of various areas will take different sessions.

Following are briefs of the ten sessions:

### 1. Basics of primary research

How is it different from second source research? What does primary source research entail? The participants will come up with a research question/theme that they intend to take up as an assignment later.

### 2. Research design

Defining and fine tuning the basic research question; developing a methodology, identifying resources available and those required, fixing a schedule, doing it yourself or training data collectors and the associated problems.

### 3. Hands on research design exercise

The participants will define and refine their research questions and start developing research design with the assistance of resource persons.

### 4. Sampling issues and techniques

What, how and why of sampling techniques; why is it important to pay attention to sampling decisions. The participants will make sampling decisions about their research assignments with the assistance of the resource persons.

This will be a five and half hour session excluding an hour's lunch break.

### 5. Presentation of research on domestic violence in rural Punjab

An audio visual presentation on a primary source research on domestic violence in rural Punjab; it will serve as an example of what can be done and how. The presenting researchers will answer questions from the participants.

This will be a short one and half hour session.

### 6. Questionnaire/ tool development

How to develop a questionnaire for field interviews? Phrasing and language issues; Open ended questions; multiple choices, anticipating answers and reflecting back.

The participants will develop questionnaires for their research with the assistance of resource persons.

This will be a five and half hour session excluding an hour's lunch break.

### 7. Presentation on monitoring of education sector in Pakistan

An audio visual presentation on a primary source research designed to monitor the efficiency of educational institute throughout the country; it is to demonstrate the possibilities of research. The presenting researchers will answer questions from the participants.

This will be a short one and half hour session.

### 8. Interview techniques

How to conduct an interview? How to involve respondents and take care of subject specific sensitivities? Ethics of interview, concepts of privacy and respondents' rights. How to deal with the expectations of the respondent?

The participants will conduct mock interviews with each other and discuss problems with the resource persons.

This will be a five and half hour session excluding an hour's lunch break.

### 9. Presentation of research on wheat produc-

### tion pattern in Punjab

An audio visual presentation on a primary source research designed to study wheat production issues; it is to demonstrate the possibilities of research. The researchers will answer questions from the participants.

This will be a short one and half hour session.

### 10. Analyzing data and compiling report

A revision of techniques to analyze the generated data and compilation of a report. How to use MS Xcel?

The participants will also formally finalize their research topics that will be undertaken as assignments after the workshop.

## Module 2, Part 2

All the participants will decide one topic for research in consultation with the lead resource person during the second residential workshop (Module 2, Part 1). The topic has to be relevant to the area of work/interest of their nominating organizations. The topic will become Assignment 3 for them that they have to complete in the following eight (8) weeks while working from their offices/homes. It will involve field based interviews and data compilation and analysis. The lead resource person will remain available to all the participants through email. The participants can ask questions and share problems that they face in undertaking their assignments. The lead resource person will try to help them out.

All the participants have to submit their written assignment at the end of the eighth week. The lead resource person will assess and grade these submissions.

A participant failing to submit an assignment may continue into Module 3 but will not be awarded the course completion certificate.

## Module 3

Module 3 comprises of a four-day residential workshop covering three main aspects of how can a research paper be converted into advocacy outputs. Following are the detail of its sessions.

### 1. Visual presentation of research results

How to use graphs and graphics to illustrate your research findings? Types of graphs with their dos and donts.

What different print outputs can you develop from the same research? Specifics of briefing papers, brochures, leaflets, handouts, posters and banners. This session will comprise of two sub-sessions one of three-hour and the second of two hour.

### 2. Projecting research on web

How to develop a strategy for using the cyber space? What does the web offer? How is web different from other media? Basic rules for tailoring your outputs for web.

This session will comprise of two sub-sessions one of three-hour and the second of two hour.

### 3. Developing outputs for print media

How to make a news out of your research report? Basic dynamics of newsrooms and politics of the news; dos and donts of press releases and press conferences. What is meant by media strategy? This will be a four-hour session.

### 4. Involving electronic media

Specifics of electronic media, how is it different from print media. How to find middle ground with electronic media? How can you win coverage? This will be a three-hour session.

The course will conclude with the fourth session.

# Schedule

The Course requires the participants to attend 13 days of residential workshops plus three days of travelling to and from the Center besides 16 weeks of work on assignments that will require mostly one to two hours of work daily. All this is spread over 19 weeks starting from August 8, 2010 and ending on December 17, 2010.

Following is the detailed schedule:

<b>Week</b>	Sun	M	T	W	T	F	S
August	1	2	3	4	5	6	7
<b>1</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	14
<b>2</b>	15	16	17	18	19	20	21
<b>3</b>	22	23	24	25	26	27	28
<b>4</b>	29	30	31				
September				1	2	3	4
<b>5</b>	5	6	7	8	9	10	11
<b>6</b>	12	13	14	15	16	17	18
<b>7</b>	19	20	21	22	23	24	25
<b>8</b>	26	27	28	29	30		
October						1	2
<b>9</b>	3	4	5	6	7	8	9
<b>10</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	16
<b>11</b>	17	18	19	20	21	22	23
<b>12</b>	24	25	26	27	28	29	30
<b>13</b>	31						
November		1	2	3	4	5	6
<b>14</b>	7	8	9	10	11	12	13
<b>15</b>	14	15	16	17	18	19	20
<b>16</b>	21	22	23	24	25	26	27
<b>17</b>	28	29	30				
December				1	2	3	4
<b>18</b>	5	6	7	8	9	10	11
<b>19</b>	12	13	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	18

**Registration** of participants open till July 9, 2010

## Module 1 Part 1:

Six day residential workshop at CWS Center in Murree

**Start:** Sunday, August 8, 2010

Participants to register by 1:00 pm

**End:** Friday, August 13, 2010 (2:00 pm)

## Module 1 Part 2:

Seven weeks for completing office/home-based Assignment 1 and 2 starting from August 16, 2010 and ending at October 1, 2010

Final date for submitting Assignment 1 and 2: October 1, 2010

## Module 2 Part 1:

Six day residential workshop at CWS Center in Murree

**Start:** Sunday, October 10, 2010

Participants to register by 1:00 pm

**End:** Friday, October 15, 2010 (2:00 pm)

## Module 2 Part 2:

Eight weeks for completing office/home-based Assignment 3 starting from October 18, 2010 and ending at December 10, 2010

Final date for submitting Assignment 3: December 10, 2010

## Module 3:

Four day residential workshop at CWS Center in Murree

**Start:** Tuesday, December 14, 2010

Participants to register by 1:00 pm

**End:** Friday, December 17, 2010 (2:00 pm)

**Award of certificates** and group photo

December 17, 2010

# Facilitators

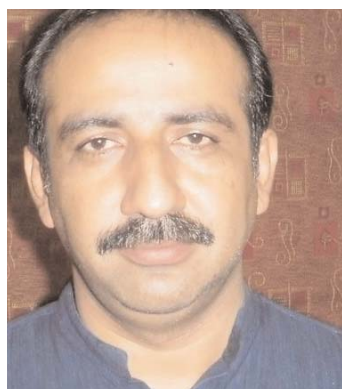
Research is primarily the jurisdiction of higher education institutions. In Pakistan these institutions seldom share a common interest with civil society organizations and collaborations between the two sectors are rare. Through this course, CWS is opening a window for the CSOs to the academic world. Highly qualified professionals from leading educational institutions form the core team of resource persons for this course. The team has worked diligently with CSO workers to adopt the research methodologies to the specific needs and working conditions of the CSOs in Pakistan. Each resource person has prepared an elaborate session plan and one expert has solely been responsible for developing course curriculum.



## Dr Emma Varley

is an anthropologist with wide research experience in Pakistan. She received her Doctoral Degree from the University of Toronto Canada and Masters Degree from the University of British Columbia, in Anthropology. She also completed Post-Doctoral Fellowship at Dalhousie University's Department of Bioethics (Halifax, Canada). She published various research papers with Cambridge Scholars and published an article on 'Social Science & Medicine' concerning the differential impacts of conflict for women's reproductive and maternal health in Pakistan. Emma has also authored and co-authored numerous policy and impact studies, and has been contracted as a Consultant and Technical Advisor for numerous academic and non-governmental organization research projects and institutional initiatives in Pakistan and abroad, including Thailand and Tanzania. Dr. Emma's research specialization include: Medical Anthropology, Gender Studies, Development, Islam, and Conflict Studies. Short-term and longitudinal qualitative research design, interview techniques and methodologies, Field-site and research informant access, Gender sensitization, Structured, semi-structured and open-ended interview techniques, Questionnaire development, Researcher reflexivity (self-awareness),

Ethics protocols, Applied, Action and Praxis Research, Research and advocacy; Capacity building, Identification and development of socio-economic and culturally-appropriate drivers for change. Dr. Emma is an Assistant Professor of Anthropology in the Department of Humanities and Social Sciences at the Lahore University of Management Sciences (LUMS).



## Dr Fateh Mari

Dr Fateh Mohammed Mari is an agriculture economist with vast experience of working with organizations involved with farming communities. He did his PhD in agricultural economics with specialization in structural economics focusing on production and marketing efficiency and agribusiness. His M.Sc. is also in agricultural economics and rural sociology, with distinction.

Dr. Mari has served ActionAid International Pakistan as area Program Manager and has been implementing, monitoring and evaluating development projects funded by UN, Austcare, AusAid and Unicef in Sindh and Balochistan

Dr. Fateh Mari has been associated with International Water Management Institute (IWMI), Pakistan as Social Scientist and Team Member in action research project "Farmer Managed Irrigated Agriculture, under LBOD Phase 1"

He has participated in different national and international conferences on research throughout the world like UK, Kenya, China, Malaysia, Sri Lanka and UAE.

Dr. Mari has a good number of research publications. He possesses micro computing skills including Statistical Package for Social Scientists (SPSS), EVIEWS, Statistics, word processing software (Microsoft Word), spreadsheet (Microsoft Excel), presentation (Power Point) and Internet software (MS Internet Explorer and Netscape Communicator).

Dr. Mari is an Assistant Professor in the Department of Agricultural Economics, SAU, Tando Jam where the nature of the job is teaching, training and research.



## Dr Yasir Kamal

Dr. Yasir Kamal is a HEC Scholarship holder with a PhD in Management Sciences from SZABIST (Pakistan), MS from SZABIST and MBA from IM Sciences Peshawar. He is awarded overall distinction in PhD and MS at SZABIST.

Dr. Yasir has been contracted by different institutions as Director Academic & Director Research in Pakistan Institute of Trade and Development, Assistant Professor of Management Science in SZABIST, Islamabad Campus, Assistant Professor

of Management Science in IM/Sciences, Hayat Abad Peshawar,

Dr. Yasir's research specializations include: International Trade, Competitiveness, IPRs, Financial Markets, Corporate Finance, Management and Social Science Research, Quantitative Research Techniques, Sampling Techniques, Questionnaire Development, Interview Techniques, Data Analysis, Econometrics, Financial modeling, Financial Markets, Portfolio Management & Security analysis.

Dr. Yasir have vast experience in corporate sector, teaching, training & development, academic & policy research experience in areas of Finance, International Trade, Management, Organizational Behavior, HR, Marketing & Quantitative Research Techniques.



## Shah Farrukh

Mr. Shah Farrukh completed his Masters in Library & Information Science in first class first from Punjab University and also completed MBA (HRM) from AIOU.

He has worked with Netherlands Library Development Project (NLDP) and developed a countrywide serial network - SERNET & the software LAMP and trained many professionals on the software LAMP at NLDP's training centres in four provincial capitals and in Islamabad. He has also

worked with Sustainable Development Policy Institute (SDPI) as Coordinator Resource Centre. Mr. Shah Farrukh has authored LAMP Users' manual and Work Book. Mr. Shah Farrukh completed independent projects on library automation for Unicef and other organizations. Shah Farrukh had a secondment on virtual library at CISTI, Ottawa, Canada.



## Shehar Bano Khan

Shehar Bano Khan is a seasoned journalist and a gender specialist with substantial experience in research on social issues. She did her masters in Gender and Social Policy from London School of Economics, University of London.

Her academic contributions and publications include her work on Impact of Advocacy and Lobbying, Political Participation of Women in Pakistan, Food Insecurity in rural Sindh and Problems of Women Journalists in Pakistan. An activist at heart, she is the Co-founder and current Secretary General, Pakistan of the South Asia Women in Media (SAWM), a regional organization for media professionals associated with the objectives of the South Asian Association for Regional Co-operation (SAARC). Writing is her passion. She has 14 years of experience of working in leading English newspapers of Pakistan including Dawn, The Frontier Post and

The Friday Times.

While serving at the forefront of mainstream media, her areas of professional expertise have been women and Islam in South Asia, Hudood laws, Blasphemy laws, labor standards, human rights and gender Issues. She has a number of breaking stories to her credit.

Shehar Bano Khan has also written for foreign newspapers and periodicals and is currently researching on Gender and the Location of Women in Shi'ism.



## Mazhar Hussain

Mazhar Hussain is graduated from University of Humberside, Hull, UK, in film-making and received his graduation degree in Communication Design from National College of Arts, Lahore.

Mr. Mazhar has worked with UK based arts Company Moti Roti on various projects, also worked in the field of animation in the UK including British Film Institute's animated films and designed sets for Channel 4's program On The Other Hand by Shekhar Kapoor.

He has been working as an external juror for NCA for Multimedia Department and Communication Design Dept, NCA.

Mr. Mazhar is a Creative Director for Studio 504 and 4Square Communications, in advertising and multimedia.



## Dr Ijaz A Qureshi

Dr. Ijaz A. Qureshi is an academic by profession, completed his MS in Strategic Management from Richmond, American University London, UK; MBA - E Commerce from John F. Kennedy University, California, USA and PhD in MIS from Argosy University / UC Berkeley, California, USA.

During and after the completion of his studies, Ijaz had the opportunity to work at San Francisco State University, Argosy University and University of San Francisco in California, USA

As HEC approved PhD supervisor, Dr. Ijaz is supervising three PhD and eight MS students in Pakistan and California.

Since 2003, Dr. Ijaz has been working in the fields of Information Technology Management with focus on Intellectual Property Rights, Innovation and Organizational Development.

He has strong affiliation with National University of Science and Technology (NUST), where he has served as fulltime faculty from July 2007 to August 2008. Currently he holds a fulltime faculty position - Professor and Head of Business School at Iqra University Islamabad campus.



## Shafqat Munir

Shafqat Munir is a senior journalist, communication specialist and researcher. Currently he is Editor Infochange News and Features Network (INFN), Pakistan's unique development news agency. Shafqat has taught Media and Development at the Quaid-e-Azam University, Islamabad and is a visiting faculty at the Information Services Academy, Ministry of Information.

He served ActionAid as International Communications Coordinator-Asia.

He has served Sustainable Development Policy Institute (SDPI) as Research Editor. Shafqat has also served with The News as its News Editor. He is a trainer, campaigner and researcher. He has extensively worked in remote villages in South and South East Asian countries to source stories from the field for research and pitched them as media outputs.



Ashok Kumar & Gulistan Ibadat are the Course Coordinators. They work as Senior Project Officer and Project Coordinator at CWS-P/A Karachi and Lahore offices respectively.

**Ashok Kumar**, with a masters in Economics, has participated in various capacity building interventions in Pakistan and abroad. His areas of expertise are project designing, implementing, monitoring, situation analysis, policy analysis, and poverty and vulnerability reduction through participatory and right based approaches.

**Gulistan Ibadat** did her masters in

Gender, Globalization & Development from the City University London and has another degree in Sociology from Pakistan. She has attended a number of



professional training courses in country and abroad. She has more than 13 years experience working with national and international organizations that include the Japan International Cooperation Agency (JICA) the United Nations Development Programme (UNDP), the British Red Cross and the Aga Khan Rural Support Programme. Her expertise are in the field of capacity building, good governance, action research and poverty reduction with a special focus on participatory approaches for sustainable development.

# Course Fee

Course fee is Rs 68,000 per participant for the entire 19 week period to be paid in one installment in advance through pay order/ demand draft drawn/ cross cheque in the name of Church World Service. Our preferred mode is, however, online transfer. Please, send an email to the Course Coordinator to collect details for this mode.

The fee covers half of the actual course expenses (Rs 136,000 per participant). The other half is being born by CWS-P/A in lieu of its Promoting Good Governance project.

The fee shall be paid along with the application for registration. If an application is rejected for any reason, the fee will be paid back in full within two weeks of the rejection decision.

The course fee **includes** cost of boarding and lodging, meals and tea during residential workshops; course materials and workbook and 15 weeks of online support. The course fee **does not include** cost of travelling of the participants to and from the CWS Center in Murree where the three residential workshops will be held.

Any expenses incurred by the course participants in undertaking the three assignments shall be the responsibility of the individual participants or the organization nominating the participants.

In case a participant fails to appear in a workshop or is withdrawn by the nominating organization, no partial refund of fee will be possible.

## Terms and conditions

- The applicants will be registered on first come first serve basis.
- Only the participant attending all three residential workshops and completing all three assignments will be awarded the Course Certificate. All three workshops and three assignments are essential parts of the course and none can be opted out.
- Participants attending/completing only parts of the course can only claim a letter from the course organizers mentioning the part of the course that they had undertaken and **not** the Course Certificate.
- The resource persons will grade all assignments and the grades will be shared with the participants and their nominating organizations through separate letters.
- In case a participant fails to appear in one of the workshops or is withdrawn by the nominating organization at any stage, no partial refund of fee will be possible.
- In case an organization replaces its nominee during the course for any reason, its nominees will only be issued letters specifying their participation

and none will qualify for the Course Certificate.

- Any expenses incurred by the course participants in undertaking the three assignments shall be the responsibility of the individual participants and/or their nominating organization. It is a matter that the nominating organizations and their nominees shall settle down between themselves.

- The issue of legal ownership/copy right of the reports generated by the participants as a result of their assignments shall be decided between the nominating organizations and the nominated individuals. CWS-P/A does not have a claim on these. CWS-P/A, however, reserves the right to frequently quote from and present these works as a joint effort by CWS-P/A, nominating organizations and the individual participants.

## Cancellation/postponement

CWS-P/A reserves the right to cancel or postpone the training if the circumstances require. Registered participants will be informed and provided a one-hundred percent (100%) refund of their fees. However, if an individual participant wish to cancel registration, he/she is required to inform the organizing CWS-P/A office at least two (02) weeks before the start of the course or their fees will not be refunded.

## Disclaimer

CWS-P/A shall not be made liable for any damage, loss, illness, injuries or death that may occur to or be caused by the participants during the course of training or travel to and from the training venue.



## Church World Service Pakistan/Afghanistan

Church World Service-Pakistan/Afghanistan (CWS-P/A) is an international non-governmental organization (INGO) that implements humanitarian and development activities across Pakistan and Afghanistan. CWS-P/A activities are organized through the following three programs: Capacity Building Program (CBP), Disaster Management Program (DMP), and Social Development Program (SDP). Globally CWS-P/A is part of CWS Inc.; in Pakistan and Afghanistan CWS-P/A was established, and is managed, through its advisory board and regional/national networks. CWS-P/A is registered with the governments of Pakistan and Afghanistan. Since 1954, CWS-P/A has worked for the development and relief of marginalized communities on the basis that all individuals - irrespective of race, faith, color, sex, economic status, and political belief - have the right to choose how they live. CWS-P/A assists marginalized com-

munities to achieve economic prosperity and improve human and social capital through participatory endeavors, which are intended to empower people and enhance their capacity to take control over their lives.

From its first office in Karachi, CWS-P/A quickly diversified from running solely SDP projects to encompassing CBP and DRP. These programs incorporate major cross-cutting themes like gender development, health (including HIV & AIDS), and good governance. CWS-P/A also exhibits strength in managing intensive interventions for refugees such as shelter and health programs, including the Mansehra Health Program and Nangahar Health Program. Research and advocacy for key social and political issues is a CWS-P/A priority, as is exemplified by its 2007-2008 research in support of PACFREL, an eight member coalition of INGOs and NGOs working for free and fair elections in Pakistan. Food security is another significant focus for the organization in Pakistan and Afghanistan. Currently, CWS-P/A operates from its head office in Karachi and satellite offices in Islamabad, Lahore, and Abbottabad (Pakistan), and Jalalabad and Kabul (Afghanistan). It also runs a training center in Murree (Pakistan).

CWS-P/A employs over three-hundred (300) staff members and works with more than three-hundred and fifty (350) partners. The CWS-P/A staff are diverse and represents a multitude of cultures, ethnicities, and religions from across Pakistan, Afghanistan and from the rest of the world. In 2005, CWS-P/A received ISO 9001:2000 accreditation and was awarded USAID management standards certification the following year. Recently, in 2010 CWS-P/A was upgraded to ISO 9001:2008 accreditation.

## Promoting Good Governance

Under the umbrella of Capacity Building Programme of CWS-P/A, Promoting Good Governance (PGG) has been a long-standing program that has found its niche in the humanitarian sector - especially in Pakistan.

PGG has been successful in earning a positive image and is renowned for high quality, ISO- and USAID-certified service delivery using systems and procedures. Accordingly, its visibility is due to its high credibility. CWS-P/A and its partner organizations employ PGG as a platform on which to raise social critical issues, as well as enhance awareness concerning the importance of capacity building and organizational development.

PGG has also advanced the idea that capacity building is much more than 'training'. Capacity building should, as a result, also include human resource development, the ability to equip individuals with the skills and access to necessary information, knowledge and training/s. Organizational development is essential in elaborating management structures, processes and procedures, not only within organizations but also with regard to the management of relationships between different organizations and sectors (e.g. public, private and community).



**Church  
World  
Service**  
Pakistan/Afghanistan

For more details and queries contact:

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