

Reach out  
and  
say it loud and clear

# Communication Strategies Course

17 weeks course  
to know basics of  
communication tools and  
how to use them

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

Who can attend the course? ... 4

## Methodology

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

## Content

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? ... 14

## Facilitators

A brief introduction of the resource persons responsible for different parts of the course ... 15

## Course Fee

Details of course fee and other terms and conditions for participation ... 20

## Organizers

A brief introduction of Church World Service-Pakistan/Afghanistan and its program that has organized the course ... 22

# Introduction

The twenty-first century is called the age of communication as a number of new technologies have cut across geographical boundaries in unprecedented ways. The new means offer great opportunities to civil society organizations for approaching and communicating with their support bases and influencing those who make policies.

The optimal exploitation of these available media requires a comprehensive understanding of their varied forms, their limitations and potentials. Most Pakistani civil society organizations have not kept abreast with these technologies and have either ignored their potential or are wholly dependent on mainstream media organizations who may not always understand or subscribe to the needs of civil society organizations.

The **Communication Strategies Course** is an effort by **Church World Service-Pakistan/Afghanistan** to fill this gap. It will help organizations realize and strategize their communication needs, select the right media tools and employ them in an effective and efficient manner for maximum impact. It will impart the knowledge and capacity to use and critically analyze a variety of media tools.

The Communication Strategies Course comprises of two six-day residential workshops at O'Spring, training center of CWS-P/A in Murree. The workshops offer 30 elaborate lectures and demonstrations and 20 specially designed exercises to be conducted by leading experts of the subjects in the country. These sessions will impart both a theoretical and practical understanding of various media

technologies through lectures and hands-on exercises. The participants will further polish their skills by undertaking assignments during the 10-week period in between the two workshops, while the lead resource person will keep supporting them online. The assignments shall not demand more than an hour of work per day from the participants or a total of 50 hours.

## Module 1

Six-day residential workshop at O'Spring, training center of CWS-P/A in Murree.

17 lectures and 11 hands on exercises

## Module 2

Online support for 15 weeks while the participants attempt two, from a choice of four, exercises.

## Module 3

Six-day residential workshop at O'Spring, training center of CWS-P/A in Murree.

13 lectures and 9 hands on exercises

# Objectives

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

- Helping them identify and analyze their overall and project specific communication needs
- Increasing the level of their knowledge of various communication tools both in theoretical and practical terms
- Enabling them to strategize their communication endeavors to achieve their objectives in an effective and efficient way
- Empowering them to engage with main stream media in a more informed manner

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

- 1: Identify and select appropriate communication tools for different tasks
- 2: Design and undertake project specific communication endeavors
- 3: Engage with professionals of various communication tools like video makers and with mainstream media organizations in a more informed manner

# Eligibility

## Who can attend the course?

The course is designed for medium sized civil society organizations working in any part of Pakistan or Afghanistan. Though the course is conceived as part of CWS-P/A efforts for enhancing advocacy capacity, it will be equally effective for organizations engaged in other activities like awareness raising or delivering services and goods.

Organizations 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 prior experience in communications. Individuals and students of social sciences can also benefit from the course.

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

2: Participants are not required to have a prior qualification or academic background in communications

3: 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.

4: Proficiency in computer use and internet is a must.

# 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 at O'Spring, training center of CWS-P/A 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 is planned 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 is 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 the resource persons with more practical questions.

## Lectures by experts

One of the major components of the course comprises two interconnected residential workshops covering 12 (6+6) days. The days are further divided into 20 sessions. Each session in turn comprises one or more lectures/presentations/demonstrations on a specific subject to be delivered by an expert of national and/or international standing. The entire course comprises of 30 lectures besides other components.

The lectures will be interactive and the participants will be encouraged to ask questions. The participants will be provided a summary of the main points of each lecture.

## Hands on exercises

The course includes a total of 20 hands on exercises. Each is designed to supplement one or more lectures and will help enable the participants to put the new knowledge or skills to practical use. Exercises vary in nature and time duration. The briefest will take 30 minutes and longest over three hours. Some of the exercises require specific equipment like video camera or computers and internet connectivity.

Where ever computer programs are used, (like MS Excel for making graphs, audio recording and editing and video editing) the participants will be provided opportunity to explore and use them by attempting pre-designed exercises under the guidance of resource persons.

The second workshop includes extensive sessions on video making where the participants will be

using cameras, shooting and editing videos.

### Video demonstration

A number of lectures are packaged with practical demonstrations like the Camera Competency session comprises of a lecture and demonstration of its various functions. The session on publication design also includes a video documentary on printing process as understanding the printing process is essential for being able to size and design any publication.

### Lead resource person

A lead resource person will be the main facilitator of the entire course. The lead person will conduct the two residential workshops while visiting experts will deliver lectures and conduct exercises. The lead resource person will help participants collate different sessions and will knit all the lectures together. The same person will maintain an online liaison with all the participants during the period between the two workshops when they will be attempting assignments.

### Office-based Assignments

The participants will be required to choose two from four types of assignments - copy writing, designing a brochure, audio recording and engagement with mainstream media. They will be asked to choose a topic under each in consultation with the lead resource person. The assignments will help the participants polish their knowledge and skills in practical field.

As communications is a vast field, all the participants may not wish to focus on the same tools, thus, they have been offered a choice from four different fields.

### 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.

### Course materials

Each participant will receive a set of course material that will include copies of presentations/session plans and brief notes of each lecture. 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.

# Content

The course consists of three modules. The first and third are 6-day residential workshops while the second one is assignments and online support. Following are the details:

## Module 1

### Session 1:

#### Introduction: Understanding Communication

This session is broken into two segments. The first introduces the classic communication models used to understand the process of interpersonal communication and mass communication. The essential interaction of language, medium and message that enables communication, the socially constructed aspects of each of these components (context, gender, class, attitudes, values etc.), and the relationship between the creators and consumers of messages to each other and to these components of the communication process will be discussed in this module.

The second segment will highlight the importance of identifying audiences and their communication needs through various methods such as, research, surveys and focus group discussions. The familiarity with target audiences leads to the related question of choosing from a variety of communication tools: IEC material, print media, electronic media (radio/TV/web) and 'Independent' audio-visual media (video/web).

At the end of this session participants will have

learned about the nature of communication and the variety of communication tools to choose from, depending on the access and need of their audiences.

#### Schedule:

Day 1: May 30, 2011: 2 to 5 pm

Introduction of CWS P/A: 10 min

Introduction of the Course and Q&A: 25 min

Introduction of the participants: 10 min

#### Lecture 1:

Communication models

By Nauman Ali: 45 min

#### Lecture 2:

Target groups and communication tools

By Nauman Ali: 45 min

Group discussion on communication tools

Dr. Meenu Gaur & Nauman Ali: 30 min

### Session 2:

#### Publishing Tools

This session will be divided into two segments. The first will introduce participants to the various IEC tools - posters, brochures, leaflets, stickers, hoardings, banners, caps, shirts and other campaign gadgets - and critically appraise the advantages of each so as it leads to an informed choice in the selection of these tools. This session will also debate the effectiveness of 'Periodicals' and various dissemination strategies related to IEC materials. It will impart an understanding of the printing process through a video presentation and discuss issues such as 'sizing' when dealing with IEC material.

The second part will consist of both a theoretical and practical exercise based approach to familiarize participants with aspects of design - positive and negative spaces, margin setting, column size,

font selection, size hierarchy, color mixing exercises and other elements.

**Schedule:**

Day 2: May 31, 2011; 9 am to 1 pm

**Lecture 3:**

Publishing tools and group discussion

By Tahir Mehdi; 30 min

Presentation of video on printing process and

Q&A: 30 min

**Lecture 4**

Elements of a good design and the role of editors

By Tahir Mehdi: 35 min

**Exercise 1:**

Size your publishing tool: By Tahir Mehdi: 30 min

**Exercise 2:**

Seeing nothingness: By Tahir Mehdi: 30 min

**Exercise 3:**

Visual hierarchies: By Tahir Mehdi: 30 min

**Exercise 4:**

Playing with the rainbow: By Tahir Mehdi: 30 min

**Session 3:**

**Copy Writing**

What makes a good copy? The participants will be guided through the principles and processes of good copy writing - identifying target readers, the use of style and language, translating terminology, and catering to the needs of our trilingual social context. The importance of verifying, validating and seeking editorial approval will be emphasized. The session will end with a practical exercise of writing and editing a copy that includes 'stating the obvious', use of language (jargon, adjectives, voice etc.) and using a minimalist approach.

**Schedule:**

Day 2: May 31, 2011; 2 to 5 pm

**Lecture 5:**

Basics of copy writing and demonstration followed by a discussion

By Riffat Alam; 1 hour

**Lecture 6:**

Principles of editing

By Riffat Alam: 45 min

**Exercise 5**

Editing text: By Riffat Alam: 1 hour

**Session 4:**

**Dealing with Visuals**

A single image can sometimes communicate a complex idea more effectively than words. This session will focus on the elements that make a good image. It will help participants explore the importance of graphs and graphics. The participants will acquire the basic knowledge about framing, light and composition and the difference between the formats for print and web. They will also learn through the lecture and hands-on exercise to crop, adjust and improve an image according to their needs through Photoshop.

**Schedule:**

Day 3: June 1, 2011; 9 am to 1 pm

**Lecture 7:**

The world of graphs: By Tahir Mehdi: 45 mins

**Exercise 6:**

Making graphs in MS Excel

By Tahir Mehdi; 1 hour

**Lecture 8:**

Dealing with pictures

By Musadiq Sanwal: 45 mins

**Exercise 7:**

Working with Photoshop

By Musadiq Sanwal: 1 hr 15 mins

**Session 5:****Understanding Cyber Space**

Why is a web presence essential in contemporary times? What are the advantages and limitations of the medium? This session is designed to appraise the need for and the elements of a good website through lecture and demonstrations. It will impart basic technical knowledge about domain names, host servers, types of websites (html, asp etc.), and key words to make sites searchable. This session will also deal with the issues related to content, style and navigation.

**Schedule:**

Day 3: June 1, 2011; 2 to 5 pm

**Lecture 9:**

Use of Internet in Pakistan, a presentation of basic facts and statistics:

By Musadiq Sanwal: 30 min

**Lecture 10:**

Technicalities of websites

By Musadiq Sanwal: 45 min

**Lecture 11**

Elements of a good website and demonstration of examples

By Musadiq Sanwal: 90 min

**Session 6:****Knowing Print Media**

While newspapers are a part of our everyday lives, few of us know how the print media operates - the newspaper office, staff designations, roles and responsibilities. This session familiarizes the participants with these processes to enable them to use the print media to inform, educate and impact larger audiences.

In this session, participants will also learn how to

create news worthiness, engage with print media organizations and organize media events.

**Schedule**

Day 4: June 2, 2011; 9 am to 1 pm

**Lecture 12:**

The newsroom story

By Badar Alam: 45 mins

**Lecture 13:**

Engaging effectively with the print media

By Badar Alam: 45 mins

Group discussion, experience sharing

Badar Alam: 45 mins

**Exercise 8:**

Writing a news worthy press release: 1 hr 30 mins: Badar Alam

**Session 7:****Radio: old media, new possibilities**

Radio is possibly a much more effective but under used medium of communication by civil society organizations. This session will emphasize the advantages and limitations of the medium in comparison to print and TV in terms of infrastructure, outreach, and longevity. The participants will learn how radio stations operate - its processes, staff designations, roles and responsibilities. They will also be made familiar with available formats on radio - talk shows, interviews, and magazine shows - so as to effectively intervene and use the medium. In a separate part, they will learn helpful interview techniques through a lecture, demonstration and an exercise.

**Schedule:**

Day 4: June 2, 2011; 2 to 5 pm

**Lecture 14**

Radio listener-ship in Pakistan and the workings of Radio Station

By Wusat Ullah Khan: 45 min

### **Lecture 15**

Radio as a tool to raise awareness about social issues and available show formats

By Wusat Ullah Khan: 45 mins

Lecture/Demonstration 15:

Good interview techniques

By Wusat Ullah Khan: 30 mins

### **Exercise 9**

Participants will work in groups and script an interview on a given topic

By Wusat Ullah Khan: 45 mins

### **Session 8:**

#### **Basics of Sound Recording**

Participants will move to a more hands-on approach where they will be introduced to the basics of recording sound and to the uses of microphones. In this session, the participants will be given an assignment to record a short audio piece and will be assisted and guided in the exercise by an expert. In a separate lecture they will be introduced to the basics of sound editing software.

#### **Schedule:**

Day 5: June 3, 2011; 9 am to 1 pm

#### **Lecture/Demonstration 16:**

Introduction to microphones and sound recording:

By Mazhar Zaidi: 45 mins

#### **Exercise 10:**

Participants will work in groups and record an audio interview (using the scripts they prepared in the previous exercise) followed by feedback

By Mazhar Zaidi: 2 hrs 30 mins

#### **Lecture/Demonstration 17:**

Introduction to sound editing software

By Mazhar Zaidi: 30 mins

### **Session 9:**

#### **Basics of Sound Editing**

In this session participants as part of their assignment, will edit the pieces they had recorded in the previous exercise.

Schedule:

Day 5: June 3, 2011; 2 to 5 pm

#### **Exercise 11:**

Using sound editing software to edit the recorded interviews

By Mazhar Zaidi: 2 hrs 45 mins

### **Session 10:**

#### **CSC goes on Air**

The audio piece will be played and the participants will critically discuss its form and content.

#### **Schedule:**

Day 6: June 4, 2011; 9 am to 1 pm

Playing of the participants' audio programs and discussion

By Dr. Meenu Gaur: 1 hr 15 mins

Rules of Module 2 - Online support and discussion on assignments and topic finalization:

By Dr. Meenu Gaur: 2 hrs

Feed back and wrap up: 30 mins

## Module 2

The participants will choose any two of the following and decide with the lead resource person the exact topic by the end of the Module 1 and also a schedule for submission.

- 1: Write a copy, at least 1,000 words
- 2: Design a 4-page brochure
- 3: Record and edit a 10-minute audio interview
- 4: Submit a report of any engagement with the (Print/TV) media OR an improvement in your website. The 1500-word report should describe how you have used the knowledge and skills acquired in the workshop.

### On-line Support

Participants can forward questions related to their assignments through emails that the lead resource person will respond to within 72 hours. They can if they wish to submit drafts of their assignments to the the lead person for review. The RPs will oblige within a week.

## Module 3

### Session 1:

#### Inter-personal Communication

While the emphasis on forms of 'mass' communication are important, civil society organizations often have to function in a context where only forms of 'direct' (person to person, public gatherings etc.) communication are available. This session will guide participants to sharpen their inter-personal, social and public communication skills.

#### Schedule:

Day 1: September 19, 2011: 2 to 5 pm  
 Welcome, Review of Module 1 and 2: 30 mins  
 Introduction of Module 3: 15 mins

#### Lecture 1:

Principles of public address  
 By Nauman Ali: 45 mins

#### Exercise 1:

How to engage audiences  
 By Nauman Ali: 1 hr 15 mins

### Session 2

#### Understanding Mainstream TV media

Television is perhaps one of the most complex mediums and this session introduces participants to the differences, advantages and limitations of TV in terms of style, structure and audiences. The participants are familiarized with the workings of a News TV office, staff designations, roles and responsibilities.

Having understood the processes of news television, the participants will be guided on how to strategize best so as to use News TV for coverage, dissemination and to influence audiences. The need for timely interventions, circulating information, providing expert/informed opinion and publicity kits to journalists will be discussed.

**Schedule:**

Day 2: September 20, 2011; 9 am to 1 pm

**Lecture 2:**

Television newsroom, working and dynamics

By Tahir Malik: 1 hour

**Lecture 3:**

Engaging with TV channels, forms of interventions

By Tahir Malik: 1 hour

**Exercise 2:**

Design an engagement with TV media/ Planning a media event:

By Tahir Malik: 1hr 30 mins

**Session 3****Web Interactivity: a new playing ground**

The interactivity of the web as a medium is well known, but what opportunities does it provide civil society organizations? These sessions will focus on the uses of Lists, Blogs and Social Networking sites (Facebook, Twitter). It will train participants through lecture, demonstrations and exercises on how to use these tools effectively so as to fulfill some of their communication and advocacy needs.

**Schedule:**

Day 2: September 20, 2011; 2 to 5 pm

**Lecture 4:**

Web activism in a global and regional context

By Sabeen Mahmud: 45 mins

**Lecture/Demonstration 5:**

Dynamics of web interactivity; demonstration of selected website examples

By Sabeen Mahmud: 1 hour

**Exercise 3:**

Designing a campaign for the web

By Sabeen Mahmud: 1 hr (extra time)

**Session 4****Independent Videos: exploring new possibilities**

'Broadcast' media is a very complex enterprise and often with its own entrenched agenda, and therefore it is not always possible to intervene effectively so as to further the communication goals of civil society organizations. However, technology has been made consumer friendly to the point where video has become accessible to all, amateurs and professionals alike. This module will focus on the uses of audio-visual communication in civil society organizations for research collection, archival purposes, reports and as an advocacy tool. More importantly, the conceptual understanding of the medium will enable the participants to engage in an informed manner with media professionals when dealing with their organization's communication requirements. These extended sessions spread over three days will train participants to work with video cameras and to record sound through a series of practical exercises and demonstrations.

**Camera Competency**

The first session will focus on camera functions and familiarize participants with the features and functions of video cameras, including practical exercises that develop competency with handling the camera. At the end of this session, participants will be tested on their levels of camera competency, which would help them gain clarity

on handling cameras and more importantly assess their familiarity with the precautions needed while handling the camera and tripod.

**Schedule:**

Day 3: September 21, 2011: 9 am to 1 pm

**Lecture/Demonstration 6:**

Camera Functions

By Farjad Nabi: 1 hour

**Exercise 4:**

Using the camera and camera competency

By Farjad Nabi & Dr. Meenu Gaur: 2hrs 30mins

(with working tea)

Precautions: What to keep in mind when using the camera: Dr. Meenu Gaur: 15 mins

**Session 5**

**Sequencing and Narrative construction**

This session will use lectures and structured exercises that familiarize participants with the aesthetic understanding, sequencing and narrative construction of the 'moving image'. The participants will be taught how to build continuity of time, place and action and the use of 'cutaways' through in-camera edit exercises. These exercises will be followed by a review of produced footage.

**Schedule:**

Day 3: September 21, 2011: 2 to 5 pm

**Lecture/Demonstration 7:**

Sequencing and narrative construction

By Dr Meenu Gaur: 1 hour

**Exercise 5:**

Sequencing and narrative construction

Dr Meenu Gaur & Farjad Nabi: 2 hrs with working tea (This session may run into extra time.)

**Session 6**

**Editing: Creating meaning through images and structure**

Editing is possibly the most technical and significant part of the post-production process. As a result this session will focus on the conceptual side of the editing process as opposed to the technical end, which requires a more specialized technical know-how. This session will introduce the participants to the possibilities of the editing process and how meaning is created through the relationship between images. This session will help the participants to engage more critically with the power and possibilities of 'speaking' through images.

**Schedule:**

Day 4: September 22, 2011; 9 am to 1 pm

**Lecture/Demonstration 8:**

Creating meanings, possibilities within the editing process

By Dr. Meenu Gaur: 30 mins

**Exercise 6:**

In-camera edit which uses images to create meaning followed by feedback

Dr Meenu Gaur & Farjad Nabi: 2 hrs 30 mins

**Lecture/Demonstration 9:**

Story structure - beginning, middle and end. Use of Voice-over, Text and other tools

By Farjad Nabi: 45 mins

**Session 7**

**Recording an Interview**

This session will focus on recording interviews: interview techniques, framing, uses of microphones and recording ambient sound.

**Schedule:**

Day 5: September 23, 2011; 2pm to 5 pm

**Lecture/Demonstration 10:**

Participants will be introduced to the basics of conducting a video interview - scripting an interview, framing, eyeline, 'micing' subjects, and recording 'room tone'/ 'ambient sound'

By Farjad Nabi: 1 hour

**Exercise 7:**

Recording a video interview followed by feedback

By Farjad Nabi & Dr. Meenu Gaur: 1hr 30 mins

**Session 8****Making short films**

This entire training will culminate in a group exercise where participants will plan and execute a short video project (in-camera edit) and will receive detailed feedback. An awareness of the ethical issues while engaging with media production will be discussed through the length of this module.

**Schedule:**

Day 5: September 23, 2011; 9am to 1pm

**Exercise 8:**

Planning and Shooting

By Farjad Nabi & Dr. Meenu Gaur: 3 hrs 45 mins

**Session 9****Screening of participants' work**

In this session the video projects will be screened and participants will receive critical feedback on every project.

**Schedule:**

Day 5: September 23, 2011; 2 to 5 pm

**Screening & Feedback**

By Dr. Meenu Gaur & Farjad Nabi: 2hrs 15mins  
(with working tea)

**Lecture 12:**

Ethical issues in film making

By Dr Meenu Gaur & Farjad Nabi: 30 mins

**Session 10****Videos and the web**

This session will specifically focus on how videos can be disseminated through the web, the technical aspects, how to manage feedback and responses and the possibilities of follow-up activities.

**Schedule:**

Day 6: September 24, 2011: 9 am to 1 pm

**Lecture 13:**

Videos on the web, avenues and possibilities

By Mazhar Zaidi: 30 mins

**Lecture 14:**

Format types, aspect ratios and uploading techniques

By Mazhar Zaidi: 30 mins

**Exercise 9:**

Uploading and formatting videos on web

By Mazhar Zaidi: 1 hour

**Concluding ceremony and distribution of certificates**

2 hours

# Schedule

The Course requires the participants to attend 12 days of residential workshops at the Murree Campus besides 15 weeks of work on assignments that will require at the maximum one hours of work daily. All this is spread over 17 weeks starting from May 30, 2011 and ending on September 24, 2011. Following is the detailed schedule:

Registration of participants starts on April 15, 2011 and ends on May 21, 2011 (See more details on page 20)

## Module 1:

Six day residential workshop at O'Spring, training center of CWS-P/A in Murree

**Start:** Monday, May 30, 2011

Participants to register by 1:00 pm

**End:** Saturday, June 4, 2011 (2:00 pm)

## Module 2:

Fifteen weeks for completing two office/home-based assignments with online support available from June 6 to September 9, 2011 which is the final date for submission of assignments.

## Module 3:

Six day residential workshop at O'Spring, training center of CWS-P/A in Murree

**Start:** Monday, September 19, 2011

Participants to register by 1:00 pm

**End:** Saturday, September 24, 2011 (2:00 pm)

**Award of certificates** and group photo  
September 24, 2011

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

# Facilitators



## Dr Meenu Gaur

Dr Meenu Gaur is the lead resource person for this course. She is an independent film-maker and academic. Her publications include the book *Indian Mass Media and the Politics of Change* (Routledge, 2011). She completed her Ph.D. in Film and Media Studies from the School of Oriental and African Studies (SOAS), University of London. She received the Felix scholarship, the Charles Wallace scholarship and several other scholarships for the same. She has also developed 'Film and Video' courses for Indus Valley Art School and colleges in Punjab University, Pakistan (with Lahore based NGO Interactive Resource Centre(IRC)). She taught Video Production and Film Studies at University of London and recently to Community Filmmakers in Lahore. She is part of the 'International Faculty' in a Feminist Studies diploma course run by the Feminist Publishing House ASR, Lahore and also taught 'Film and Media' MA at the Mahatma Gandhi Intl University, Wardha, India. In 2007, she co-founded the Sacred Media Cow collective ([www.sacredmediacow.com](http://www.sacredmediacow.com)) bringing together media academics and practitioners to discuss and debate the media in South Asia. Her documentary films include the award winning *Paradise on a River of Hell* (2002), screened extensively in International film festivals, universities and on television.



## Badar Alam

Badar Alam is currently working as editor of the country's leading monthly magazine, Herald. He has extensive experience of working in print media and an

equally long association with the development sector. Starting his journalistic career in 1993 as a freelance writer with Daily Jang, he moved to English daily The News. Rapidly rising through the ranks, he became in-charge of one of its two editions in 2000. Later that year he joined The News on Sunday, the weekly section of The News, as a senior reporter that afforded him the opportunity of working on features on a wide variety of subjects and issues.

Badar studied peace and conflict resolution at the University of Ulster, Northern Ireland, United Kingdom, besides participating in a host of other training events related to journalism and developmental issues. He has been a fellow of the Population Reference Bureau (Washington DC) and attended a 15-day training workshop that the bureau conducted from South Asian journalists on environmental issues in Bangalore, India (2001). In 2004 and 2006 he was a fellow of the Panos South Asia. Also in 2006, he was the Edward R Murrow fellow and visited, studied and researched for four weeks in the United States on how the American foreign policy and the election system work.



## Wusat Ullah

Wusat ullah Khan joined BBC Urdu in 1991 and made a number of popular programmes over the next decade. The series produced by him have focused on

subjects such as the former Soviet Union, Bengali cultures, sex education, and Aids in Pakistan. In 1998, as the BBC Urdu correspondent in Pakistan, Wusat launched and hosted a weekly radio column, which still enjoys popularity among listeners under the title Batt say Batt (Chain of Thoughts). In 2003, he covered for BBC Urdu and BBC Hindi the second Gulf war, reporting from Turkey, Egypt, Jordan, Iraq and Syria. Since his appointment in 2005 as Roaming Producer/Reporter based in Pakistan, Wusat has covered extensively the devastating earthquake in Northern Pakistan, and reported from Lebanon Israel's military campaign in 2006 against the Shia-Muslim armed group, Hezbollah. In 2009, Wusat covered Indian parliamentary elections from nine Indian states and Indian-administrated Jammu and Kashmir, and produced a 60-part radio series contemplating various shades and problems of an emerging new India. Wusat covered the floods that hit Pakistan in the summer of 2010, travelling extensively in affected areas. His Sailab Diaries (Flood Diaries) published on bbc Urdu.com received a wide acclaim and are to be published as a book.



## Farjad Nabi

Farjad Nabi is a Lahore based independent filmmaker. He has worked extensively in print journalism, radio, video and online multimedia. His documentaries include 'Nusrat has Left the Building...

But When?', 'No One Believes the Professor' and 'Yeh Hui Na Mardon Wali Baat' (Now that's more like a man). Recently he has designed and conducted workshops in the use of video by community groups, also developed an illustrated Basic Shooting Manual for Interactive Resource Centre in the process. His stage play for children in Punjabi 'Jeebho Jani di Kahani' has been performed recently. Currently he is writing a script for a feature film.



## Riffat Alam

Riffat Alam defines the written word as his passion and has enjoyed his 'enthraling journey up the ladder of success in the world of written word'. He specializes in copy writing, scripting, lan-

guage editing and editorial and other writings. His expertise however extend to other important functions of the media as well. He was Editor Quality Control and a founding editor of The Daily Times. As Head of News, Editor (News) he is currently involved in setting up The Pakistan Today. He has also served at Geo Television Network, The Sun, The News, The Frontier Post besides working with a host of advertising agencies.



## Musadiq Sanwal

Musadiq Sanwal is based in Karachi and currently working as editor of Dawn.com. Trained in painting from the Department of Fine Arts, National College of Arts, Lahore, he moved to Karachi to pursue film, music and theater. He worked in many advertising agencies and wrote for mainstream newspaper developing an interest in the multimedia and interaction for the Internet. He also worked for the BBC World Service as Interactive Producer. Apart from working for the Dawn Media Group, he continues to produce music in his spare time.



## Sabeen Mahmud

Sabeen Mahmud kicked off her career at the age of 15, as a graphic designer and multimedia programmer. She worked with Pakistan's leading new media company, Enabling Technologies, whilst

moonlighting at a sister firm, Solutions Unlimited, as an Apple Macintosh sales, hardware, and software tinkerer.

In 2000, Sabeen co-founded b.i.t.s., a boutique Interactive Media and Technology Consulting firm. Passionate about problem solving, she has been instrumental in steering the company into its growth phase, by combining a dynamic, start-up culture with process-oriented performance.

In 2007, Sabeen set up PeaceNiche, a non-profit organization committed to becoming a vibrant centre of Pakistan's developing civil society. Through a range of diverse initiatives, such as "The Second Floor(T2F)", PeaceNiche provides citizens a community space for social change through rich cultural activities, public discourse, and advocacy using progressive ideas and the new media.

Sabeen is a blogger, civil liberties activist, a Founder Member of the All Pakistan Music Conference, the Citizens' Archive of Pakistan and Aman Ittehad, and President of the Karachi Chapter of The Indus Entrepreneurs (TiE).



## Nauman Ali

Nauman Ali Chaudhry earned his M. Phil in sociology and B.S (Hons) in social sciences from Institute of Social & Cultural Studies, University of the Punjab. Since the beginning of his career

he has remained attached to teaching and training. He has recently joined the Institute of Communication Studies as visiting faculty. His engagements with the development sector are quite varied, as he has worked on projects of cultural preservation and conservation to peace education of youth. They have though a common thread as he has always opted to deal with the communication parts of these projects. Working as a master trainer at Bargad, a youth development organization, he has extensive experience of working with government, non-government, national, regional and international development organizations. Research on social issues, that includes mainly to research design, data collection strategies and tools and data analysis, is another area that Nauman pursues passionately.



## Tahir Malik

Tahir Malik earned his Master of Science in Mass communication from Oklahoma State University, USA after completing Master in Journalism from University of the Punjab. He has more

than 20 years of journalistic involvement, (print and electronic) in Pakistan and the USA. In addition to his work with media, he has been contributing as an expert analyst, advisor, teacher, trainer and researcher in numerous positions. Tahir has been writing on political and regional affairs since 1986 in various journals and papers both in Pakistan and the US. His first publication is 'Humanity amidst Insanity' (published by UBS Delhi) is co-authored by a compatriot Ali Malik and an Indian journalist Tridivesh Singh Maini. The book narrates some of the positive episodes during partition, instances where Muslims had helped Non-Muslims and vice versa. He has delivered lectures, at national and international level, on Pak-India connection, Muslim world and the Pakistani media mind set. He has been a Member of Federation of Electronic Journalists (Pakistan), EMRA (Electronic Media Reporters Welfare Association), Think-Tank (International Relations), Lahore Press Club, Punjab Union of Journalists and Pak-India Peace Initiatives.



## Mazhar Zaidi

Mazhar Zaidi is a Karachi and London based independent filmmaker and journalist. He has produced and directed several documentaries and programmes for leading media organisations

including the BBC, German TV channel ARD and other independent media houses. He is currently Editor of Special Projects with BBC in Pakistan. Mazhar headed the department of documentaries and current affairs at Pakistan's leading English language TV channel, Dawnnews from 2008 to 2010. Before that he worked with BBC, from 1997 to 2008, as a senior producer based in London.

In 2006, he launched a project with BBC Urdu online and a group of community based filmmakers working with the Interactive Resource Centre (IRC) in Pakistan. The successful project produced more than 16 short documentaries shot and directed by young filmmakers from small towns across Pakistan.

Between 1991 and 1997, he worked with leading English language newspapers and magazines in Pakistan including The News, The News on Sunday and Newline.

He is currently working on a documentary film on Pakistan's legendary photojournalist FE Chaudhry.

Participant's share in cost

## Course Fee

The total cost of the course is Rs 121,680 per participants. However CWS-P/A is bearing almost half of this in lieu of its Promoting Good Governance project. The participants thus have to contribute as below.

### Early birds

Participants registering between  
April 15 and May 7, 2011 (both days inclusive)  
Rs 55,000 (Save Rs 12,000)

### Routine admission

Participants registering between  
May 9 and 21, 2011 (both days inclusive)  
Rs 67,000

Course fee is for the entire 17 week period and shall 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 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.

### Early birds

may or may not be catching the worms but they surely save a hefty Rs 12,000 in course fee for themselves and ease us out in the cumbersome registration process.

The course fee **includes** cost of boarding and lodging, meals and tea during residential workshops; course materials and 15 weeks of online support.

The course fee **does not include** cost of travelling of the participants to and from O'Spring, training center of CWS-P/A in Murree where the two residential workshops will be held.

Any expenses incurred by the course participants in undertaking the 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 both the residential workshops and completing both the assignments will be awarded the course certificate. Both the workshops and the 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 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 is an international non-governmental organization which implements humanitarian and development activities across 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, or political opinion have the right to choose how to live. The organization assists communities to achieve economic prosperity and improve human and social capital through participatory endeavors, which liberate families and enhance their capacities to take control over their lives. Committed to quality performance, human rights, right to access information, and right to complain, CWS-P/A ensures that its humanitarian and development initiatives provide communities with their pertinent right and authority over resources.

Currently, CWS-P/A operates from its central office in Karachi and additional offices in Islamabad, Lahore, Mansehra, and Swat in Pakistan and Jalalabad and Kabul in Afghanistan. It also runs a

training center in Murree, Pakistan. Projects are organized out of its three programs: Capacity Building Program, Disaster Management Program, and Social Development Program. CWS-P/A's thematic priorities include: emergency response; water, sanitation, and the environment; health; education; livelihoods; peace and governance; and quality and accountability.

With a network of close to four hundred partners, CWS-P/A adopts various approaches for project implementation. The organization can either be fully or semi-operational or work directly with an implementing partner depending on the type of initiative. This versatility enables CWS-P/A to cater to a wide range of initiatives within the scope of its thematic areas according to the needs of the communities, thus, preserving their dignity, self-reliance, participation, and ownership.

Globally, CWS-P/A is part of CWS, Inc. and is registered with both the governments of Pakistan and Afghanistan. Locally, it has a distinct identity through its advisory board, diverse national staff, and strong linkages with local/regional networks and partnerships. In 2005, CWS-P/A received ISO 9001:2000 (revised to ISO 9001:2008) accreditation and the following year was awarded USAID management standards certification. CWS-P/A is a member of the ACT Alliance. In 2008, CWS-P/A became a full member of the Humanitarian Accountability Partnership. CWS-P/A is also a signatory to the Red Cross/Red Crescent Code of Conduct for NGOs in Disaster Relief.

## Promoting Good Governance

Under the umbrella of Capacity Building Program 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:

**Gulistan Ibadat**  
Project Coordinator

Church World Service-Pakistan/Afghanistan  
PO Box 5126, Block A, Model Town  
Lahore

Tel: 92-42-35160580

Fax: 92-42-35169047

Email: [gulistan.ibadat@cwspa.org.pk](mailto:gulistan.ibadat@cwspa.org.pk)

### Download

Detailed Brochure of Communication  
Strategies Course and Application Form

[www.cwspa.org](http://www.cwspa.org)