

Change thru Empowerment (C.T.E)

Introduction: Change thru Empowerment (CE) was established in 1989 as a provincial level non-profit NGO. CE was registered under Social Welfare Registration Act (DSW-364) in 1991 as "Tanzeem-e-Khawateen Idara-e-Bahali-e-Mustehqeen (TKIBM)" and later on the organization was renamed as "Change thru Empowerment" and registered with Registrar Societies under Societies Registration Act 1860.

CE initially started its operation in Quetta by establishing industrial home for women and adult literacy program. The industrial home later on became the hub for all social mobilization, capacity building and advocacy related activities for the women.

CE has been working on various projects as partner with a provincial level network "Balochistan Coordinating Council (BCC)" and South Asian Partnership Pakistan (SAP-PK).

Due to closure of its major projects, CE entered into a transitional phase in order to broaden its coverage (programmatic and geographic), working linkages and improvisation of institutional structures and mechanism. For the purpose, existing programs, policies, strategies and systems were thoroughly reviewed. It was decided to introduce CE as an umbrella organization of various district level partners working on various areas matching to those of CE i.e. engendered democratic governance, promotion of critical mass, health, education, economic opportunities and environment. Social mobilization, capacity building, advocacy, gender equality and lobbying have been selected as cross-cutting strategies for all the above mentioned sectors.

Currently, district partner organizations are functioning in the sector of GAD, Health (HIV/AIDS, reproductive health, mother-child health), education and economic development in the following districts:

- Quetta (all sectors)
- Zhob (HIV/AIDS, GAD, Education)
- Kuchi/Bolan (HIV/AIDS, Economic Development)
- Kalat (Health, Economic Development, Governance)
- Sibi (Education, governance, environment)
- Jaffarabad (Education, Community Development)
- Loralai (HIV/AIDS, Governance, Education)
- Washuk (Education & Community Infra structure)
- Lasbella (Peasants' & Fishers' Rights; Community Development)

CE believes in institutional strengthening and institution building in the rural areas and thus prefers partnering with the local community based organizations to enable them to take the programs ahead. Moreover, we believe in “Entry for Exit” approach thus always plan and implement programs in close collaboration with local partners until & unless contractual arrangements demand otherwise.

Geographic Scope: CE covers the entire province of Balochistan through direct interventions as well as through district partner organizations’ network.

Vision: A just society where individuals’ identity is humanity and they live together with respect for diversity & dignity.

Objectives: CE’s objectives are:

- i) Poverty reduction;
- ii) Improvement in the social, economic and political status of marginalized segments of society especially women, peasants/rural workers and minorities;
- iii) Improved social services;
- iv) Environmental protection and regeneration;
- v) Improved and engendered democratic governance through increased people’s participation in public institutions, and
- vi) Promoting capacitated critical mass to gain and exercise its democratic rights.

Organizational Structure:

CE has a three tier organizational structure:

- I. General Council
- II. Executive Council
- III. Secretariat

In order to provide technical assistance and expert opinion over the programs and strategies, an Advisory Board (comprising renowned experts and professionals specialized in various fields) exists as well.

Table below summarizes the composition and roles of these bodies:

General Council (GC)	Executive Council (EC)	Secretariat	Advisory Board
Composition			
All regular members of CE	<ul style="list-style-type: none"> - Chairperson (Male) - Vice Chairperson (Female) - Secretary General (Male) - Secretary Finance (Male) - Secretary Communication (Female) - Executive Director (Female; Ex-officio) - Director Finance (Male; Ex-officio) 	<ul style="list-style-type: none"> - Executive Director (Female) - Director Finance (Male) - Manager Operations (Male) - DM&E Manager (Male) - Sectional Heads & Project Staff (Male & Female) 	Various Sectoral Experts & Specialists (both males & females).
Role Summary			
Policy directions formation & organizational legislation Elects EC.	<ul style="list-style-type: none"> - Strategic directions under GC's policy directions; - Overall steering of programs & oversight function; - Initial Reviews on organizational legislative matters. 	<ul style="list-style-type: none"> - Strategic & operational planning; - Successful implementation of programs; - Ensuring transparency & accountability; - Ensuring compliance; - Design, monitoring & evaluation - Facilitation to GC & EC; 	Review & advice on running and future programs; Technical assistance in thematic / programmatic directions.

Core Values:

- Respect for Diversity;
- No Discrimination at any level;
- Gender Equality;
- Transparency;
- Democratic attitudes and practices;
- Accountable to Society;
- Believe in "Positive Change";

- Entry to Exit.

Office Management: Following systems/documents govern CE's management/administration:

- CE Financial Management & Accounting Manual;
- CE Procurement Procedures;
- CE HR Policy Document;
- CE Stock Management/Inventory System;
- CE Gender Policy.

**Present Donors/
Support Partners:**

- South Asia Partnership Pakistan (SAP-PK)
- Support Democracy through Parliamentary Development (SDPD)-UNDP
- Partners in Aid International (PAI)

Experience:

In order to attain its objectives, CE has clearly formulated strategies and initiated various programs in partnership mainly with SAP-PK and BCC. Support/funding from others i.e. Decentralization Support Program, Balochistan Resource Management Program, OXFAM/CIDA/UNDEF (through SAP-PK), SDPD-UNDP and others. Brief detail of interventions is given below which are clearly indicating CE's strength and capacity of managing the huge ventures effectively and efficiently.

Humanitarian Assistance Program (HAP)

In response to the largest disaster caused by heavy monsoon rains, CE immediately launched HAP and provided following relief support to the affected communities in Jaffarabad and Naseerabad districts:

- Food (15 days rashan) and non-food items to 500 HHs;
- 250 Large plastic Mats to 250 HHs;
- 250 Kitchen Sets to 250 HHs;
- Diarrhea Medicines for Children.

Relief/Rehabilitation and Development of Flood Affected Communities (RRDFAC-Under SDGP Program)

Further to HAP, CE is implementing RRDFAC project with assistance from TDH-Germany through SAP-PK. Summary of interventions is as follows:

- Establishment of District Information in Jaffarabad;
- Advancing advocacy agenda esp. around the women, children and minorities rights in post flood scenario;
- Support in construction of a Model Village in Jaffarabad:
 - o De-watering of water logged area in village;
 - o Provision of debris kits;
 - o Removal of debris & leveling;
 - o Technical assistance in re-designing construction model & layout plan;
 - o Material 2 rooms/HH for 60 HHs;
 - o Food Packs (7 days) for 80 HHs;
 - o Door-step Medication and Vaccination of Livestock;
- Cash for Work
- Free medical camps;
- Training of women on Smokeless Stoves;

The model village will be ready by the end of December 2010.

Strengthening Democracy through Parliamentary Development Program (SDPD), UNDP

CE is the implementing partner of SDPD-UNDP for Balochistan Province. This project was brought into being to provide technical support to the Parliament of Pakistan. Getting regular updates and technical assistance is something all good organizations, including parliaments, have to do. Realizing this, the Pakistani Parliament asked the United Nations Development Program (UNDP) and the Inter-Parliamentary Union to provide the technical support. As a result, Parliamentarians orientation and staff training have become some of the vital services that Strengthening Democracy through Parliamentary Development, or SDPD, is providing.

One of the components is focusing on public debates on the policies and laws made and concerned bodies. The

public opinion is taken on key issues through policy dialogues and policy consultations at district level and findings are then forwarded to the said bodies for due consideration.

CE has conducted policy consultation on following issues at district level in partnership with SAP-PK and district partners:

- 18th Constitutional Amendment
- Public Spending on Education

In December 2010, SDPD & CE will be launching consultation and debate on Disaster Management Mechanisms in 14 districts vulnerable to various sort of disasters.

Research/Data Collection/Studies & Assessments

CE provided consulting services for following data studies:

- Capacity Need Assessment of 2nd Round of Nazims in Balochistan; over 100 elected representatives were covered. The assignment was undertaken for Decentralization Support Program (DSP).
- Data Collection of Officers & Officials of Government of Balochistan; 300 employees of various departments and various cadres of Govt. of Balochistan were targeted for the capacity need assessment. The assignment was undertaken under the Balochistan Resource Management Program for designing its Capacity Building plan for Government Officers & Officials

Women Empowerment Program (WEP)

WEP was the core program of CE launched immediately after its inception in 1989. The program was basically focusing on imparting certain skills to women to enable them to shoulder the economic burden of their families. The equipment was provided for the purpose by the Social Welfare Department. Whereas the running cost of the component (industrial home) was being met from the fees collected by participating women.

More than 600 women of over 450 families directly benefited from the program.

Primary Education Program

In order to uplift the education status in the province, CE initiated Primary Education Program (PEP) initially in district Zhob. Later on the program was extended to other districts as well. Total 25 community schools (8 girls+17 boys) were established under the program benefiting more than 1500 students of poor populations.

The established schools were handed over to the communities/individuals and were being successfully run by the communities with the assistance of district partners.

Health Sector Program

Health sector program focused mainly on three components pertaining to women's reproductive health:

- A) Capacity Building of Traditional Birth Attendants (TBAs)
- B) Adolescent Girls' Counseling
- C) Awareness Raising on Health & Hygiene

Under component "A", 650 TBAs of rural and semi-urban areas (Refugee Hosted camps and settlements) were trained in conducting antenatal, safe & hygienic deliveries and postnatal care of mothers and neonatal.

Component "B" covered 1500 Adolescent Girl in 100 Counseling sessions. Main focus of the sessions was on health & hygiene, adolescence problems, adolescence and reproductive health. The focused group belonged to the Afghan Refugees.

120 Awareness sessions on health & hygiene were organized under the component "C" covering 1200 mothers in refugee camps and settlements.

Support Electoral Democratic Process Program

In Pakistan women form more than 50% of the total population but their economic contribution has never been acknowledged while determining nation income. Women actively participate in agricultural production but their role in industry is not more than laborer as they are deprived of technical knowledge and skills.

Similarly, in political leadership women's representation is less upto negligible extent. In 1973's Constitution, seats were reserved for women but were abolished in 1988 which ultimately discouraged the women from coming in the top political scene. Realizing the need for uplifting the women's status, esp. political, its subordinate role, CE along with its national level partners launched SDEP program. 16 community groups comprising of 6 women and 4 men were trained throughout Balochistan. A series of workshops in following areas were conducted for 4 groups each year on annual basis:

1. Gender, Development
2. Law, State and Politics
3. Advocacy on Women in Politics (WiP)
4. Follow-Up Workshops
5. Interactive Theater

The groups trained were encouraged to initiate dialogues on Women issues, particularly their role in local bodies and politics, at community level. Seminars on the issue were conducted at community levels and highly appreciating response was observed. The program was sourced South Asia Partnership Pakistan.

Technical Support Program

As part of its human development agenda, inter alia, CE's role is to impart the technical skills to the CBOs enabling them undertake technical development projects such as micro finance, health & hygiene, education etc. During field visits/follow-ups, the CBO demanded input in technical areas for the preparation and implementation of projects of above mentioned genre.

CE initiated TSP supported by South Asia Partnership Pakistan (in collaboration of Balochistan Coordination Council) with following training workshops:

1. Base line survey and situation analysis
2. Micro Credit Schemes
3. Water Sanitation
4. Solid Waste Management
5. Basic Health Unit Management
6. Home Schools & Adult Literacy

The trainings were provided to 15 CBOs (2 participants each).

Democracy & Human Rights Program

Restoration of democracy was a question mark for Pakistani civil society and the people. Juxtaposing people's worries, the civil society was much more concerned about the sustainability of the democratic system. As a result of various provincial and nation level consultations, CE and other partners dared to initiate a joint venture that not only brought the politicians and the people to round table but also encouraged the disappointed masses to participate in forthcoming general elections in 2002. The program focused on following target groups:

1. Political Parties and Media (print electronic)
2. Women, Youth and Minorities
3. Civil Society Organizations (CSOs)

Following activities were undertaken during one year:

- Trainings of Media representatives at provincial & national levels. 40 media persons were trained.
- Training of CSOs in mobilizing the communities for elections. They were also trained in polling process and election monitoring.
- 8 Dialogues were held with media, CSOs & politicians at provincial levels.
- 8 Dialogues were held at district level with politicians.

- Trainings & performances of 4 interactive theater groups (8 performances).
- 5 Provincial level seminars were organized.

Leaflets, posters and pamphlets were distributed among 25000 masses throughout the province. On national level, along with SAP-PK, Election Commission of Pakistan, Aurat Foundation whereas the financial assistance was provided by the European Commission.

Local Governments Focused Activities:

CE has been strong coordination with elected & public representatives of local governments at District, Tehsil & Union Council level throughout its area of operation. CE actively took part in mobilizing the communities especially women & youth for active participation in Local Bodies elections in 2001. Following is a brief of CE's Local Government focused activities:

- Meetings with Union Council Nazims in Quetta, Sibi, Pishin, Loralai & Jaffarabad.
- Community Participation Workshops for the establishment of Community Citizen Boards (CCBs) in Quetta, Loralai, Zhob, Dhadar, Sibi, Killa Abdullah.
- Dialogues at Quetta, Sibi, Zhob & Loralai on role of Women Councilors in Local Governments.
- Consultation meeting with communities in Zhob on the role of CCBs.
- Information dissemination on monitoring committees.
- Meetings with Public Safety Commission
- Theater Performance at Quetta Sibi & Khuzdar on Devolution Plan.

Other Capacity Building Initiatives

Apart from above mentioned programs, CE also conducted some individual courses for CSOs on following subjects:

- CBO Management.
- Social Mobilization and Rural Development.
- Financial Management for Community Organizations.

- Social Mobilization for Livelihood Rights.
- Project Formulation.
- Gender & Development.
- Micro Entrepreneurship.
- Conflict Resolution: An Organizational Perspective.
- Interactive Theater.

Seminars/forums on following issues were conducted:

- Gender & Civil Society.
- Role of Media in Promoting Civil Society.
- *Hum Gharib Kyon Hain* (District Level Seminars)
- Dialogue on Democracy & Human Rights with Parliamentarians.
- Consultation workshop on Establishment of RIOD Network on Desertification.

HIV/AIDS Awareness Program

The program was implemented in the district Loralai & Zhob in association with district partners. CE provided technical support to the lead organizations in program planning, chalking out advocacy & capacity building plan undertaking baselines and technical reporting.

Other than the above, CE has been conducting seminars and workshops through its advisory board (health team) at district level at Sibi, Zhob, Loralai, Kalat and Noshki.

Future Plan:

CE will undertake projects in following sectors in coming five years:

- Rehabilitation of Flood Affected Communities/Service Delivery (Livelihood Schemes & rights);
- Community Physical Infrastructure;
- Programs focusing Gender Equality;
- Initiatives for supporting emerging social movements;
- Alternate/renewable Energy;
- Health (MCH, Reproductive Health, Health & Hygiene);
- Democratic Governance;
- Peace & Human Security;

Gender equality will be the cross cutting theme for all the sectors.