

**University Center for International Studies
University of Pittsburgh**

**Final Report
H.J. Heinz Company Foundation Fellowship
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In addition to persons mentioned above, thanks to other colleagues who have been helpful during my work and stay in the US.

Lastly and importantly, I want to express my deep appreciation to the H.J. Heinz Company Foundation who made it possible for me to avail this valuable opportunity and visit of Kofi Annan to Pittsburgh will always be a memorable event in my life.

Personal Objectives

While working with one of the largest national, Grantmaking organizations in Pakistan and serving the Non Profit Sector, I had quite ambitious plans for future. I was strappingly determined to enhance my knowledge; skills and expertise through dynamic opportunities. Moreover, my commitments were firm to play an efficacious role in development. I was looking for some thing that could be more than academic study and would not only give me knowledge but also enhance my professional skills. Heinz Fellowship came up as a fresh breeze to me, a breakthrough in my career, through which I could have my dreams of moving forward come true. One of the most valuable aspects of the Heinz Fellowship is the opportunity to combine academic work with professional activities, and no doubt this aspect enriched my experience and gave me more freedom to enhance my knowledge, skills and professional capacity.

Fellowship Objectives

Well, besides personal objectives, I envisaged to achieve some fellowship objectives, such as I was interested to study academic courses to get advanced knowledge in the areas of International Development & Non Profit Sector and was concerned to see the Role of International Organizations in Development, their tools, approaches and strategies in new development paradigm. Besides this, I was expected to get advanced development knowledge and new approaches.

Furthermore, I was keenly interested to see some Social Development work carried out by non-profit sector in the US with the purpose to undertake a comprehensive study of programs, trends, challenges, innovations and best practices of non - profit organizations in Pittsburgh. Surely, I was expecting this study to be helpful in knowledge based sharing, and practical experiences to define new directions for non profit organizations in Pakistan

Courses studied during three semesters; Fall 2003 – summer 2004

During three semesters from fall 2003 to summer 2004 I took following courses from Graduate School of Public and International Affairs, School of Education and Language Department.

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|---|--------------------|
| 1. Issues in Development Policy and Management | Paul Nelson |
| 2. Managing Non Profit Organizations | Nuno Themodo |
| 3. Introduction to Educational Evaluation | William .B. Bickle |
| 4. Building the capacity of Community Based Organizations engaged in Refugees Development | Michele Garrity |
| 5. Financing Non Profit Organizations | Nuno Themodo |
| 6. Decision Oriented Educational Evaluation | William .B. Bickle |
| 7. Planning and Policy Making for Development Weaver | Clyde Mitchell |
| 8. English as a Second Language | |
| 9. Introduction to Research Methodology | Elaine Rubinstein |

Briefly about the courses and simulation exercises in the courses

Issues in Development Policy and Management: More specialized course in perspective of International Development and focused on theoretical knowledge building. It enhanced my knowledge about major institutions involved in development, their strategies, approaches and values towards development.

Class simulation exercises & assignments

- Prepared Individual assignment
- Study of Gender and Development Issues in India and in class presentation

Managing Non Profit Organizations: Enabled me to examine the management of organizations working for development and in a development context.

Class simulation exercises & assignments

- Study of book title, “NGOs, Donors and Governments; Too Close for Comfort” and in class presentation
- Participated in Class exercises, discussions and projects sharing

Building the Capacity of Community Based Organizations: This course is derived from a basic premise of nonprofit organizational development. I actually didn’t participate in group work and was more like an observer in this class. However, through lectures, class discussions and net conferences I got a good understanding of the refugee system, and

practices of organizations involved in capacity building of refugees and finally the tool kit gave me more ideas about organizational diagnostics & action planning.

Educational Evaluation: Doctoral level course from School of Education, enriched me in Evaluation field; this was one of my favorite courses.

Class simulation exercises & assignments

- Evaluated the evaluation study conducted by USAID in 1996 of “Basic Education” project in 2 major provinces of Pakistan
- Developed evaluation proposal for Pittsburgh Chartered Public Schools
- Developed an evaluation plan for non profit organization after conducting initial meetings with organization
- Completed evaluation report after field visits, interviews and group discussions with program staff.

Aforementioned course helped me a lot through class exercises and field assignments.

Decision-Oriented Educational Research – “DOER”, The Next step of **Educational Evaluation**, (other doctoral level course), this course came up as completely new idea and offered me great knowledge about learning organizations. I actually got a broader view of the growing field of evaluation research and how "decision-oriented research" fits within this field.

Simulation exercises & assignments

- Book reviewed; “Goal Based Decision Making” By STEPHEN SLADE and prepared assignment including description of model reviewed, elements, theory, variables, role of empirical evidences and application strategies.
- Gave class presentation of above mentioned model
- Completed field study of a non profit organization and developed a case study through assessment of Learning Organizational Characteristics

Planning and Policy Making for Development: It was a theoretical course. It enhanced my knowledge about development planning theory, methods, procedures and applications in Global Scenario.

Class simulation exercises & assignments

- Study of United Nations Alternative Development Project in Bolivia, Columbia and Peru 1987-2002 and gave class presentation
- Prepared individual assignment

Besides study of course material, I was fortunate enough to get further development material from my professor. He realized my interest and gave me more books and material for additional reading.

Financing NGOs for Development: Helped me to examine financing of NGOs from the complementary perspective of fundraising and grant making. Said course was quite interesting due to my own experience in the same field and I enjoyed studying this course. It further strengthened my technical expertise in grant making, and fundraising, through developing, fundraising plans, Grant writing for Northern NGOs and appraising grant applications and managing the whole process.

This course contained all individual assignments and presentations. Following assignments and presentations were completed during this course:

- Preparation of Case for support for CRS (northern NGO) from Individual US based potential donors
- Preparation of Education Project for CRS and Ghana based NGO in response of USAID proposal announcement for Ghana
- Appraisal of Education project as an assumed capacity of grant making officer and preparing of appraisal report
- In Class Presentation on Annual Fundraising Plan of Non Profit Organizations

English as a Second Language:

I took one course on English for Clear “Communication and Pronunciation” from Linguistic Department during summer. This course was helpful in understanding basic principles underlying American English pronunciation.

Introduction to Research Methodology:

Specialized course in Research Methodology helped me to develop an understanding of interrelated role of research design, measurement and statistics in the research plan. It gave me theoretical knowledge on different research methodologies in different educational setting.

Class simulation exercises & assignments

- Prepared Individual assignment
- Research Article evaluation
- In class exercises and discussions

Lectures/Presentations:

- Lecture delivered on, “Participatory Monitoring Approaches in Community Based Projects in Pakistan” on November 05, 2003 at GSPIA.
- Lecture delivered on, “Planning Approaches by NGOs in Pakistan” on March 25, 2004 in Asian Study Center in their series of lectures at, “Asia over Lunch”.

- Presentation on Pakistan at Bellefield Church on January 30, 2004, Organized by PRISM in Program, “World in Focus”.

Conferences / Workshops attended

It is worthwhile to note here that my participation at World Bank conferences contributed to my understanding on development. My knowledge was further supplemented by attending workshops and conferences in Pittsburgh and at Washington D.C.

During one year I attended following workshops/Conferences:

- Restoring Global Balance Together; A Knowledge Sharing Conference, June 28-29, Organized by World Bank Group at World Bank Headquarter Washington D.C
- Role of NGOs in Millennium Development Goals, May 12-13 2004, organized by George Washington University at Washington D.C.
- Role of Women at Pitt, on April 07, 2004 at University of Pittsburgh
- Orientation Workshop December 05, 2003 by International Reading Association, for its members to contribute for the USAID funded, Education Sector Reform Action (ESRA) Project, in Pakistan.
- Teaching the World to Read, on February 18- 19, 2004 at Washington, organized by International Reading Association.
- Taking Your Organization to Next Level: Becoming a Diversity Change Agent, on November 13, 2003 at Washington, organized by, Interaction, American Council for Voluntary International Action.
- Kabak Conference on October 10-11, 2003 at Victoria Hall, University of Pittsburgh
- Foundation Center Orientation; on September 19, 2003 at Library Center Downtown organized by Foundation Center
- Maximizing your Skills, on September 11, 2003 at Carnegie Library Downtown
- Fundraising 101”, on September 10, 2003, at Foundation Center Downtown

Professional Linkages with International Organizations:

As mentioned before, I was eager to see the role of International Organizations in development. During this program I was fortunate enough to undertake visits to International Organizations and observed how large organizations’ function had actively involved in achieving global development. My fascination was with organizational

structure, policy formulation, organizational change, information distribution dynamics, and the value of independent evaluation activities and their effect on the organization.

Following Organizations were visited during one year:

- US Committee for UNDP
- World Learning
- World Advocacy Institute
- CARE Organization
- Child Welfare League of America
- International Reading Association
- Education for Employment Foundation
- World Bank
- Ashoka
- USAID
- UNICEF
- UNDP

Membership of Organizations and Development Groups

I got membership of following organization and development groups for knowledge sharing:

- Member of Interaction Evaluation Interest Group, Interaction is the largest alliance of US based international and humanitarian nongovernmental organizations
- Member of International Reading Association, International NGO working for promotion of Literacy
- Member of knowledge board that is being run and funded by the European Commission under the Information Society Technologies Program (IST-).
- Member of Oxfam America's community
- Member of Development Executive Group, a leading global membership organization serving firms, non-profit organizations, and individual professionals working in the international development market.
- Member of NGO Management Group by Graduate School of Public & International Affairs, University of Pittsburgh

Independent Study and Investigative Research:

1) As mentioned above, one of the fellowship objectives was to carryout in-depth study of selected non profit organizations in Pittsburgh. Subsequently, I conducted one evaluation study on, "Womens Center and Shelter" in fall 2003 and presented the document in class. The basic purpose of study was to conduct formative evaluation of their violence prevention program. I used different tools to collect information e.g. conducted interviews of key persons within organization and with beneficiaries, reviewed relevant material, made focused group discussions, used survey techniques in the field and carried visits to see the program implementation. The information collected about the

way the program was implemented; effectiveness and programs outcomes and then evaluation findings were being shared with the organization.

2) During spring semester, I carried out one study of, “Greater Pittsburgh Literacy Council”. The basic purpose of study was to, “develop and analyze the learning organization case”. During this study I focused decision making structure of GPLC and analyzed their key decision moments during last 12 years that made drastic changes within organization. During this study, I conducted interviews of organization Board members, management, reviewed the published literature, past reports and other related documents. Then analyzed decision context and process, and assessed the role of information in decisions and finally assessed learning organization characteristics of GPLC and compiled report as well as shared study findings with the NGO.

Descriptive Research Study on Pittsburgh Chartered Public Schools:

I had a plan to conduct research on NGOs working in Education and that was the reason I took a research course from School of Education during summer term and discussed initial idea with my course instructor and with other two faculty members from School of Education and from School of Social work and one representative of Non Profit Organization network. After discussion of research theme, question and focus with concerned people, I realized that said research was not easy to complete during summer time when I was already busy taking two courses and doing internship with Camp Fire. Finally after seeking advice from professors, I came up with the decision to study Pittsburgh Chartered Public Schools which are being run by Non Profit Organizations. So I selected four chartered schools and completed descriptive research study. Questionnaires were developed and sent through email followed by telephonic calls and finally I managed to visit one charter school of Lawrenceville and interviewed teachers.

Travel Grant Proposal to IRA:

Prepared and submitted travel grant proposal to IRA for participation in their next Annual Convention on Literacy and Reading in May 2005. The basic purpose of proposal is to see the best practices of IRA around the world, learn more from lessons & practice of globally distributed organizations & networks, learn about successful and innovative projects and how these techniques can be adopted in Rural Pakistan where poverty & low quality education are main impediments in building personal skills. And to see how these approaches can be best fit and helpful in student’s Reading and Writing Achievements and discuss one of the successful Education projects funded by TVO in Rural Pakistan.

Internship with Camp Fire:

During summer, I did internship with Campfire from May 14 – July 30, 2004. Camp Fire USA, one of the US based national NGO working for youth development in 40 states since 1910. Camp Fire provides all-inclusive, coeducational programs in hundreds of communities across the United States. I worked as an Internal Evaluator and major responsibilities were to reformulate Camp Fire, Pittsburgh Programs systematically, and

develop Internal Evaluation procedures in order to meet Organizational and Program needs. I worked for three programs viz. Community Family Club, Gift of Giving and Self Reliance Courses. I reviewed literature of these programs, went through their current implementation strategy, carried out field visits to see practices in the field and conducted interviews of program beneficiaries to assess what they want to see in programs. Afterwards, conducted a joint meeting with policy makers of Organization and presented findings and gave them idea of different evaluation approaches and asked their information needs as well as sought evaluation needs of their donors. Later reformulated aforementioned programs in systematic way and developed annual work plan, reporting procedures, developed program Logic Model and introduced Objective Oriented Evaluation Approach for Camp Fire Programs. It was extremely good experience for me and this internship actually provided me a practical space where I could apply my own experience and knowledge that I gained through Evaluation courses.

Research Proposal on Basic Education:

I would like to mention that I also started work on another research project to be implemented in Pakistan. I will focus Reading issue at Primary School Level and this research will be conducted with the collaboration of International Reading Association. I had few sittings with my course instructor, “Elaine Rubinstein” and we developed some preliminary questions, variables and methodology. I will keep working this proposal while in Pakistan and will submit to IRA by the end of 2004.

Global Generation Y Partnership Program.

In addition to academic study, I also participated in aforesaid program that was a unique experience to know more about American culture and history through collaboration of American and other International students. This cultural exchange program proved to be a good platform to share cultural things and discuss religious practices.

Conclusive Remarks:

Lastly, I would like to summarize my report by saying that this one year was a unique experience in my life and I learned a lot. During this one year, I did try to grab every single moment and utilized my time in the best possible way. Academic study and professional activities were remained equally important for me and that was the reason I did choose to take exam of three courses and focused attention on simulation and assignments in rest of courses because I believe that was a crucial source of learning. Moreover, close guidance and support of my professors actually played an important role in my learning. Apart from this, professional work and exposure of conferences came up with two unfolding effects; firstly, it really broadens my vision and secondly, enabled me to make connections for knowledge sharing. Moreover, Internship strengthened me in the sense that now I can move in challenging environment with more confidence and professional approach. If I just take a look back, I can feel much difference in my

professional capacity and knowledge and participation in other cultural activities made it a unique experience of life. Now, just after completion of program, I am feeling more determined and ready to work in Development Sector of Pakistan.