

ROLE OF EFFECTIVE COMMUNICATION
TO ENSURE COMMUNITY PARTICIPATION IN NGOs' PROJECTS:
A COMPARATIVE STUDY OF A MALAYSIAN AND A PAKISTANI
NGO

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DEDICATION

This study is dedicated to all my family members, especially my mother and father, whose never ending ‘Dua’, as always, has been a constant source of inspiration and strength for me

and

To my mentor Dr. Shaikh Tanveer Ahmed, who I owe all my success in life.

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ABSTRAK

Dalam dunia hari ini isu-isu sosial boleh dilihat dalam bentuk konflik, diskriminasi, kemiskinan, kekurangan sumber manusia yang berkualiti dan ketidaksamarataan dalam pengagihan sumber. Keadaan ini, telah mengakibatkan masyarakat yang terpinggirkan dan diabaikan. Pembangunan masyarakat adalah salah satu cara untuk membina keupayaan rakyat dan melibatkan mereka dalam mencari penyelesaian kepada masalah tersebut. Pembangunan masyarakat adalah penting untuk membina perpaduan dikalangan. Ini dapat di capai dengan penyokongan komitmen masyarakat dan pengukuhan hubungan antara individu, organisasi dan kumpulan tempatan.

Penyertaan masyarakat dalam projek-projek pembangunan adalah penting bagi kejayaan sesuatu inisiatif. Oleh itu, penyertaan seseorang individu adalah amat penting bagi hasil yang berjaya. Ini boleh di capai dengan perkongsian maklumat dan pengetahuan di kalangan orang melalui komunikasi yang berkesan.

Sebelum ini, pengurusan organisasi bukan kerajaan dilihat sebagai organisasi yang tidak berkaitan. Tetapi, hari ini, organisasi ini mempunyai minat yang tinggi untuk melakukan pengurusan yang cekap dan berkesan. Di Malaysia dan Pakistan terdapat pelbagai NGO yang boleh dikategorikan sebagai kebajikan dan amal, kesihatan dan perubatan, belia dan sukan. Komunikasi yang berkesan di antara NGO tersebut adalah penting untuk kejayaan sesuatu projek pembangunan. Wilcox (1994), berpendapatan bahawa sesebuah organisasi boleh menggalakkan penyertaan dan perkongsian maklumat, perundingan, membuat keputusan dan bertindak bersama untuk menyokong kepentingan masyarakat bebas.

Kajian ini adalah untuk mengkaji aliran komunikasi diantara satu NGO dari Pakistan dan satu lagi dari Malaysia (FRHAM, Malaysia dan HANDS, Pakistan). Penyelidikan dan analisis telah di buat dari pelbagai aspek 'bottom up' dan 'top down' di antara kedua-dua NGO. Setiap NGO ini perlu menentukan kepentingan tahap penyesuaian komunikasi dalam konteks masing-masing.

Kajian ini dibuat analisis dengan menggunakan teori Wilcox (1994) dan teori Weick (1969). Soal selidik dan temu bual telah dijalankan. Data telah diperolehi daripada 10 pegawai dari setiap NGO ($n = 10 + 10 = 20$) dan masyarakat ($n = 100 + 100 = 200$) daripada NGO masing-masing. Temubual telah dijalankan dengan lima informan maklumat utama dari setiap negara ($n = 5 + 5 = 10$). Analisis statistik telah dijalankan dengan menggunakan data kuantitatif dan analisis kualitatif telah dijalankan dengan menggunakan temu bual dengan informan utama.

Hasil kajian menunjukkan kekurangan protokol komunikasi dengan masyarakat dan dengan pelaksanaannya. Hasil kajian penyelidikan ini telah membuktikan bahawa penjelasan mengenai sesuatu subjek bagi tujuan adaptasi dan keseragaman dalam sistem komunikasi adalah penting bagi NGO. Data menunjukkan bahawa sistem komunikasi NGO adalah faktor penting untuk memastikan penyertaan. Selain itu, satu mekanisme penyertaan masyarakat yang betul perlu dilaksanakan. Hasil kajian dalam model 'Komunikasi, Penyertaan dan Kerjasama (CPC) merupakan satu caranya ke arah memperkasakan komuniti.

ABSTRACT

In today's world social issues can be seen in the form of conflict, discrimination, poverty, low quality human resources and unequal distribution of resources, thereby leaving communities marginalized and deprived. Community development is one way of building the capacity of people and involving them in finding the solutions to such problems. Community development also has much potential to build community cohesion by facilitating and supporting a community's commitment and strengthening connections among individuals, organizations and local groups.

Community participation in development projects is important and vital for the success of any initiative. To have a successful outcome, effective participation is important. Information and knowledge sharing among people can be attained through effective communication.

Previously, the management of non-governmental organizations was seen as esoteric and irrelevant but now-a-days there is much greater interest to do this management efficiently and effectively. There are various NGOs in Malaysia and Pakistan which can be sub-categorized as welfare and charity, health care and medical, youth and sports etc. Effective communication within such NGOs is essential to run development projects successfully. The five-rung ladder of participation by Wilcox (1994) relates to the stance that an organization may take for promoting participation- information sharing, consultation, deciding together, acting together and supporting independent community interests.

This study examines this flow of communication in one Malaysian and one Pakistani NGO (FRHAM from Malaysia and HANDS from Pakistan). The researcher has described and

analyzed how bottom up and the top down approaches are put into practice in these two NGOs. These NGOs need to determine how important the level of communication adaptation works in their respective contexts.

The data collected from these NGOs is analyzed based on the theory of Wilcox (1994) and the theory by Weick (1969). Questionnaires were used and interviews were conducted to obtain the data from 10 officials of each NGO ($n= 10+10 = 20$) and 200 members of the community ($n= 100 + 100 = 200$) of the respective NGOs. Interviews were conducted with five key informants from each country ($n=5+5=10$). Statistical analysis was conducted using the quantitative data and qualitative analysis was made based on the interviews with key informants.

The findings show a lack of a communication protocol with communities. This research added value to the body of existing knowledge by extending clarity on the subject for the purpose of the adaption and standardization of the communication system of NGOs. The data showed that the communication system of NGOs is an important factor to ensure community participation. A proper community participation mechanism needs to be implemented. The study results in a model named 'Communication, Participation and Cooperation (CPC)' which is a way forward towards community empowerment.

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ABBREVIATIONS

ABCD	Asset Based Community Development
AEI	Asia Europe Institute
AF	Aurat Foundation
AGE	Adult Girls Empowerment
Aidcom	Asian Institute for Development Communication
AIDS	Acquired Immune Deficiency Syndrome
AKRSP	Aga Khan Rural Support Program
AKWS	Al-Khidmat Welfare Society
AMRDO	Al-Mehran Rural Development Organization
ARROW	Asian Pacific Resource and Research Organization for Women
ASA	Association for Social Advancement
ASLI	Asian Strategy & Leadership Institute
AWAM	All Women Association Malaysia
BRAC	Bangladesh Rural Advancement Committee
C4CP	Communication for Community Participation
CBO	Community Based Organization
CCB	Citizens Community Board
CCDA	Community Centered Development Approach
CDD	Community Driven Development
CE	Community Engagement
CED	Chronic Energy Deficiency
CHAI	Community HIV/AIDS Initiative
CM	Community Mobilization
CP	Community Partnership
CPC	Communication Participation Cooperation
CPR	Contraceptive Prevalence Rate
CSOs	Civil Society Organizations
CWO	Council of Women Organization
CWT	Cheepa Welfare Trust
DFID	Department For International Development
DVA	Domestic Violence Act
EFA	Education For All
FAO	Food and Agriculture Organization
FBOs	Faith Based Organizations
FFPAM	Federation of Family Planning Association Malaysia
FMCA	Federation of Malaysian Consumer Association
FRHAM	Federation of Reproductive Health Associations Malaysia
GAVI	Global Alliance for Vaccines and Immunization
GPM	Global Peace Mission
HANDS	Health And Nutrition Development Society
HDI	Human Development Index
HELP	Health Education & Literacy Project
HICD	HANDS Institute of Community Development
HID	Human & Institutional Development
HIV	Human Immunodeficiency Virus
HOPE	Health Oriented Preventive Education
HRC	Human Rights Commission

HRD	Human Resource Development
HRDN	Human Resource Development Network
ICR	Information Communication Resource
IDIs	In-Depth Interviews
IDSP	Institute of Development Studies and Practices
ILO	International Labor Organization
INGOs	International Non-Governmental Organizations
IPPF	International Planned Parenthood Federation
IPRI	Islamabad Policy Research Institute
IRC	Indus Resource Center
ISIS	Institute of Science & International Security (Pakistan)
ISIS	Institute of Strategic and International Studies (Malaysia)
ITA	Idara e Taleem o Agahai
IUCN	International Union for Conservation of Nature
JOICFP	Japanese Organization for International Cooperation for Family Planning
JPPM	Jabatan Pendaftaran Pertubuhan Malaysia (Societies Registration Department Malaysia)
JTF	Japanese Trust Fund
KIIs	Key Informants Interviews
KIs	Key Informants
KKF	Khidmat e Khalq Foundation
KRN	Karachi Rural Network
LPPKN	Lembaga Penduduk Dan Pembangunan Keluarga Negara (The National Population and Family Development)
LSBE	Life Skills Based Education
MAIDSC	Malaysian AIDS Council
MARVI	Marginalized Area RH & FP Viable Initiatives
MDG	Millennium Development Goals
MI	Medico International
MIS	Management Information System
MM	Mercy Malaysia
MNS	Malaysian Nature Society
MoHA	Ministry of Home Affairs
MoU	Memorandum of Understanding
MPI	Multidimensional Poverty Index
MSS	Marie Stopes Society
MTUC	Malaysian Trade Unions Congress
NARI	New Approach for Reproductive Initiative
NGOs	Non-Governmental Organizations
NHRS	National Human Rights Society
NPOs	Not-for-Profit Organizations
NRB	National Reconstruction Bureau
NRSP	National Rural Support Program
OPP	Orangi Pilot Project
Oxfam-GB	Oxfam Great Britain
PA	Partnership Agreement
PCP	Pakistan Center of Philanthropy
PDHS	Pakistan Demographic Health Survey

PFF	Pakistan Fisher-folk Forum
PILER	Pakistan Institute of Labor Education and Research
PPAF	Pakistan Poverty Alleviation Fund
PRA	Participatory Rural Appraisal
RHMA	Reproductive Health Module Adolescents
RHT	Rotary Humanitarian Trust
RSPN	Rural Support Program Network
SAC	Secretariat of Accountability and Complaints
SAFWCO	Sindh Agriculture Forestry Workers Coordinating Organization
SC	Save the Children
SDPI	Sustainable Development Policy Institute
SEF	Sindh Education Foundation
SF	Sungi Foundation
SFPA	Selangor Family Planning Association
SGA	Sindh Graduates Association
SIS	Sisters In Islam
SKMT	Shoukat Khanum Memorial Trust
SMAAs	State Member Associations
SOPs	Standard Operating Procedures
SPSS	Statistical Package for Social Science
SRH	Sexual and Reproductive Health
SUARAM	Suara Rakyat Malaysia
TCF	The Citizens Foundation
TFR	Total Fertility Rate
ToR	Terms of References
TRDP	Thardeep Rural Development Program
UKAID	United Kingdom Aid for International Development
UM	University of Malaya
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNO	United Nations Organization
UNOP	United Nations Office for Project Services
UNRISD	United Nations Research Institute on Social Development
USAID	United States Agency for International Development
USF	United States based Foundations
WAO	Women Aid Organization
WCC	Women Crisis Center
WFP	World Food Program
WHO	World Health Organization
WTO	World Trade Organization