

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter introduces the thesis outline, overview of the study, background, problem statement, research objectives, research questions, brief profile of NGOs that were selected for the study, research settings, significance of the study, research motivation and contribution, scope and limitations of the study, conceptual framework, operational definitions of concepts and research layout. A summary can be found at the end of the chapter.

1.1 Overview

Today the universe has become a global village¹, ‘but we have not made much progress in the management of the world despite its diminished size’ (Mohamad, 2004). Social problems are increasing day by day. The gap between the haves and the have-nots is widening. Indeed, social and management issues can be seen in the form of conflict, environmental degradations, inflation, human rights violence, discrimination, poverty, low quality human resources and unequal distribution of resources; thereby leaving the communities marginalized and deprived from their basic rights².

¹Global village, is defined as today’s entire world being connected. The communication sources are easy. Particularly due to the development of information and technology communication is made easy and cost effective. In the modern era countries are interdependent (Marshall Muchan 2009).

² Basic rights, is used as the synonym of human rights. It defines the freedom established by customs. Human rights are distinct from freedom and liberty in the state where the jurisdiction is fixed by the country. Basic education, health for all, right to live, freedom of speech and provision of basic facilities like clean drinking water and sanitation are considered basic rights (UN, 2011).

As noted by Bradshaw (2004 p.186), the root cause of most of problems is associated with disregarding and dispossession of communities. Certainly, community development process is viewed as a reliable way to build the capacity of people in their respective areas. While highlighting community related issues several community involvement approaches are implemented by NGOs and governments. The best way to involve communities is to let them determine their own problems and respective solutions. Community development process has a great potential to build community cohesion³ by facilitating, guiding and supporting community's groups to build their capability for strengthening the connections among individuals, organizations and local groups of a society (A. Vidal, 2001; Brent, 1984; Adnan, 2010).

Thus, communication and networking are vital in community development programs in order to share knowledge and information, consult with community members and make them part of the decision making process. Practically, community participation matters in development projects and is also significant in the success of any initiative. Consequently, interaction among people in communities is important, which can be attained through effective communication⁴. The communication links human beings. Various problems can be resolved if the good communication is prevailed in the organizations. Community and NGO can only be remained close to each other when they both have smooth flow of communication.

³ Community cohesion refers to the bonding exhibited by community members. Community cohesion is an approach which is used to hold a community together. Characteristics like cultural similarity or the common belonging of community members (Nour, 2011) further explain the concept of community.

⁴ Effective Communication, refers to a communication process that meets its desired objective and the communicator transmits the message through any medium or source of communication in a useful way to achieve his/her desired goals (Qureshi, Altamash, 2007)

Anheier (2005) states that previously, the management of non-profit organizations⁵ was seen as esoteric and irrelevant, but now there is much greater interest to manage them. With the passage of time NGOs have adopted the corporate working system and have established successful development models. Now, most of the NGOs have transformed their working structures as professional organizations; they work in an organized way. The prime mandate of the NGOs is to support deprived people and develop grassroots level community groups in rural areas. Mostly, NGOs work in two major areas; service delivery and advocacy⁶ for human rights⁷. Organizations in the first category generally focus on provision of services such as basic education, health, community infrastructure schemes, and provide micro-credit and income generation opportunities to community.

The others are known as right-based organizations. These organizations try to increase political participation, consult with stakeholders in policy formulation⁸, mobilize communities for their rights and strengthen networking with other organizations. The working structures are different in both types of organizations. The service delivery model requires a high level of community participation that means the community not only attends meetings and shares their views, but also members' wide-ranging participation is also needed to determine how the community is taking interest, whether the community

⁵ Not for Profit organization, this word is mostly used in the NGO sector, where NGOs establish an entrepreneur's business model in their organization. The basic aim is to raise funds through these activities. The business activities are only conducted for the benefits of marginalized people or communities and for the strengthening of the organizations.

⁶ Advocacy is defined as a process of mobilization to communities for their rights and gets the support from public for any particular policy or cause. Advocacy is mostly used in issue based activities (Obar, Jonthan, 2013).

⁷ ibid

⁸ Policy formulation is a process of analysis and authorization. It refers to an acceptable course of action addressing the system and providing a solution for implementation (Wayne Hayes, 2001).

practically stands with the NGO or not and how they are sharing their resources to resolve problems (Anthony, 2005).

Lee (2007) mentions that there are many non-governmental organizations working in urban and rural areas for the rehabilitation of people. In addition to independent NGOs, welfare organizations⁹ in Malaysia can be affiliated with religious organizations¹⁰, operated by individuals or foundations and welfare divisions. NGOs in Malaysia can be categorized as welfare and charity, health care and medical, youth and sports, arts and recreation, commerce and consumer, consumer and trade union, professional, arts, women, social, religion, clan association and etc. (Elias Hossain, 2008).

In Malaysia rural educational attainment is low which creates a literacy gap between the rural and urban people (Chamhuri Siwar, 2008). In addition rural income and productivity remains low and unstable, and due to this the widening of rural-urban income inequality occurs (Chamhuri Siwar 2008, p.76). In this situation the role of NGOs to serve people in a better way and cannot be denied. There are several organizations which are also engaged in environment, education, health, rehabilitation of people with disabilities and community welfare.

⁹ Welfare organizations, are those organization working to help people who face problems. The organization also provides services to communities on a charitable basis. Mostly religious organizations are engaged in such kind of services. In certain countries these kinds of services are provided by the government like social services, education, health and in some states money is also given to unemployed people so they are called welfare states (Collins, 2003).

¹⁰ Religious organizations are also known as Faith Based Organization (FBO). Such organizations mostly work to conduct religious activities.

David and Wayne (2003) explain that Malaysian civil society includes not only advocacy-oriented non-governmental organizations (NGOs) but also networks of trade unions, public intellectuals, unaffiliated activists, students and politically engaged religious associations. It is viewed that due to lack of civil society institution-building, NGOs in Malaysia are playing their role as a legitimate channel for social and political participation and influence policy formation and public opinion.

Moving on to Pakistan, as per the Human Development Report UNDP (2011), rapid population growth in Pakistan is a major challenge and has made the country the sixth most populous nation in the world. At the moment the Total Fertility Rate (TFR) is 4.1, the highest among developing countries. Demographers mention that if the same rate is continued, Pakistan would be the 3rd largest populated country in the world by 2050. Evidently, if the population grows and available resources are not utilized properly then several socio-economic and other problems arise in society. Currently Pakistan is the country with 63% youth dividend that is the highest in the world (Pakistan, 2012). On other hand, so far the leadership of the country has not formulated any solid policy on youth development issues. However, various social and community problems can be arisen if the youth problems would not be addressed properly.

The socio-economic indicators of the country are worse than most of the countries in South Asia (UNDP, 2011). Rukanuddin, Ali et al. (2007) pointed out that the poor health services system, unavailability of medicines in the health centers, lack of necessary lifesaving equipment and low level of awareness on maternal health serve as few additional

challenges, consequently maternal and infant mortality rates are high in the country. However, the government alone cannot tackle the aforesaid issues. Few prominent organizations like Aga Khan Health services, Health and Nutrition Development Society (HANDS), Health Education Literacy Project (HELP), Institute of Development Studies and Practices (IDSP), Health Oriented Preventive Education (HOPE) and other NGOs are working to provide the health services of Pakistan.

Moreover, socio-economic problems are increasing day by day in the country and the people face many human development related problems like poverty, illiteracy, unemployment, inflation, and the widening gap between rich and poor, as in other developing nations. Tomothy (1998) states Pakistan is a multi-lingual, multi-ethnic and multi-cultural country, therefore, “the most difficult task Pakistanis are facing today seems to be creating a sense of ‘nation’ among the diverse communities and ethnic groups that make up the country’s population” (Karen & Peter, 2007 p.149). There is a need to see the role of civil society organizations and how the government of Malaysia has tackled the ethnic issues and implemented community development programs (Ahmed, 2007).

Being an agricultural country Pakistan has to be one among leading countries in Asia but improper management of natural and human resources has adversely affected the development progress. Agricultural development should be focused as the prime areas of interest to develop the livelihood of communities (Shida, Muhhamad et al. 2000).

While discussing problems in Pakistan, Tariq and van de Giesen (2011) state that only 39% of the population live in urban areas and the rest are in rural areas. Poor living standards, low level of education, poor health, improper sanitation, lack of clean drinking water, and poor communication are the key social problems of Pakistan (Memon, Joubish et al. 2010). “Being a developing country, Pakistan has infrastructure-related problems, such as water and electricity supply and good communication systems like road and transportation” (Salim, Sadruddin et al. 2011 p.54). Thereby, such problems are affecting the physical work situation of organizations.

In fact the role of NGOs cannot be denied in this regard. Thus the state itself and nongovernmental organizations are required to get exposure to go through and follow the system of any alike country. In the light of the above mentioned facts Malaysia is a viable learning model for Pakistan. Because Pakistan is facing various problems to cope with the ethnic conflicts in the country but Malaysia has resolved such issues efficiently. Hence, Pakistan should take Malaysia as a role model and there is a need to see the part played by Malaysian civil society organizations and how the government of Malaysia tackled the ethnic issues and implemented community development programs (Ahmed, 2007 p.49).

Good governance and effective communication within organizations and with other stakeholders¹¹ are essential for community development projects that are implemented by NGOs. The NGOs can be analyzed in a four layer communication systems in governance-

¹¹ Stakeholder, in community development sector means the partners in any project like; government, donor organizations, community and other organizations.

top, medium, field teams and community levels. By top level it means that the authorities, in other words the leadership of the organization, who conceptualizes the ideas and makes plans, delivers instruction and delegate responsibilities. Medium refers to the people, who manage organizational affairs, supervise and monitor the community development projects. Field teams are those who work in the field with members of the community to implement the development projects in communities. Community itself refers to the community which is the most important stakeholder in the development interventions. The relationship between the field teams and NGOs stands as the backbone for an organization. Indeed, the essence of community development is considered as the participation of employees in organizational affairs who are working in the field. They should be trained properly so that they can be able to manage projects well.

Engagement of community inhabitants is also significant in development initiatives. If the field teams are properly trained and assigned tasks properly then community participation cannot be an issue anymore for organizations. Currently, international NGOs and funding agencies are promoting participatory approaches in their funded project. While funding service delivery projects to NGOs the very first question raised by donor organizations is “How will community participation be ensured?” David Wilcox’s (1994) theory of ‘community participation and empowerment’¹², emphasizes the five-rung ladder of participation which relates to the stance of an organization for promoting participation that may be taken as information sharing, consultation, deciding together, acting together and

¹² Community participation and empowerment, is a theory and working approach which is put in practice in several community development projects by NGOs. In this research the respective theory is selected for theoretical framework of the thesis. It discusses information and knowledge sharing, consultation, collective decision making, acting together and supporting independent community interests in the social services and development projects.

supporting independent community interests. Several other approaches like: community engagement, community centered approach, social mobilization, community empowerment, community partnership and so on are implemented in development projects of NGOs.

This study examines the flow of communication in a Malaysian and a Pakistani NGO (FRHAM from Malaysia and HANDS from Pakistan). The researcher describes and analyzes the ways in which bottom up and top down approaches are put into practice in these NGOs. Furthermore, the study also analyzes the five-rung ladder community participation theory of Wilcox (1994) and organizational information theory by Weick (1969).

1.2 Background

It is a common perception that society may be damaged by social problems. Some people observe that social problems harm specific segments of society, while benefiting others at the same time (Colmen 2003). Several studies discuss poverty as one of the biggest social problems since the evolution of human societies. Susanne and Haggis Jane (2002; p. 126 - 178) mention that poverty is natural and not much can be done about it. They further argue that “poverty is as a matter of fate, caused by bad karma (bad luck)”. However, many other social scientists reject this idea. They consider poverty as a social problem that can be tackled and resolved.

The Global Report (2012) states that all over the world “more than 80 percent of the population lives in countries where income differentials are widening”. Demographers show great concern on huge increases in the world’s population and they argue that unplanned population growth will contribute in increasing poverty. The population was two billion in 1945 and reached at 5.7 billion in 2000 (Keith, 2005). Due to the increase in population the inequitable distribution has become a major problem. The gap between the underprivileged and the rich has widened. A major threat to the world is the reliance of developing countries on foreign aid. Unless these countries are able to generate their own resources and build self-reliant communities¹³ their problems will not be overcome (Susanne and Haggis Jane, 2002).

NGOs are playing a vital role and supporting governments to build self-reliant communities through capacity building and human development initiatives. After the public and corporate sectors NGOs have emerged as the third sector in the discourse of addressing the community development needs (Ruhul, 2009). NGOs are known as the agents of community development or social change mediators (Candland, 2000).

Robert (2002) reported that the number of international NGOs /INGOs has grown from 6000 in 1995 to 26000 in 2009 registered organizations all around the world. Mostly International NGOs work for the betterment of communities. Several among these NGOs

¹³ Self-reliant communities, means the communities have their own resources and the management of resources is conducted by their own communities. Communities are not dependent on foreign aid or external resources (Brinkerhoff, 2003)

are implementing and supporting various social service projects in Malaysia and Pakistan. Governments of both countries acknowledge and recognize their services.

It is estimated that there are about 47147 registered NGOs working in all states of Malaysia (MoHA, 2012) and 56219 NGOs are registered in Pakistan (Regulation, 2012). In dealing with NGOs the Government of Malaysia has placed a national interest on priority (Vidhu, 2002). The state always keeps a close watch on NGOs through respective departments. Similar practices have also been practiced in Pakistan. A separate department has been established, namely PCP (Pakistan Center for Philanthropy) for the purpose of keeping checks and balances of activities carried out by NGOs.

Dore (2001) mentions that in various villages of Malaysia the benefits of community development projects were not fairly and equally distributed. Poor project management was given as the main reason for this. Parallel issues like inefficient project management, corruption, lack of coordination and communication are detected in NGOs in Pakistan. To overcome these issues, proper knowledge and information sharing, joint decision making and maintaining transparency in the organizations should be established and sustained.

Motherway (2006) states that an effective way of working can increase community spirit¹⁴, mobilization and participation. Thus, participative community development models can be used. The role and significance of NGOs is going to be further increased (Lee, 2007).

¹⁴ Community spirit is the enthusiasm, activeness and interest of community members to tackle their own problem and try to take the lead to solve them (Seong, 2009).

Placements of communication and community participation structures have always remained complex for NGOs (Motherway, 2006). However, research studies like this may result in solving these challenges.

Communication is defined as the process or activity of expressing ideas and feelings or of giving information to people (Joanna Turbull, D.L., Dilys Parkinson, 2010). Ellen (2001) cites that organizations are mostly reliant on communication and process of sharing information, exchanging ideas, sending and receiving messages by speech, signals, writing and other mediums. The formal flow of information in any organization moves via vertical (downward-upward) and horizontal (Joanna Turbull, D.L., Dilys Parkinson, 2010). The composition of organization enables, creates, and persuades formal communication. Ellen (2001) suggests that coordination or communication between community and NGO employees should be top-down and bottom-up. Community relations are the core of success in any community development program whether it is implemented by any NGO or government (Nitish, Vikas et al. 2005).

Communication mechanism is directly associated with engagement of stakeholders within and outside of the organization. NGOs are institutionalized by interactions of people who are working as contributors (Hilhorst, 2003). In addition, organizations can work more efficiently with increased productivity when proper flow of communication prevails. Seong (2009) links the term 'effective communication' to the appropriate approach of interaction among masses who are working with any organization.

Therefore, effective communication mechanism is proposed as one of the significant issues for success in NGOs. Cheah Foo Chamhuri Siwar (2008) draws a picture with respect to communication and community participation, and states communication is the key element and an effective tool that expands the partnership of concerned stakeholders (within and outside). Hence this study specifically focuses on the communication aspect of community development models of selected NGOs.

1.2.1 Problem Statement

Mathews (2007) argues that the journey to develop Malaysia was not smooth and easy. The nation stumbled at times, but lifted itself up again, yet the poverty rate is higher in the rural areas and this issue is compounded by the slow withdrawal of institutional support and corporatization of public organizations (Aref, 2009). NGOs in Malaysia have a social change mission and specifically work with vulnerable and marginalized groups¹⁵ who have often been ignored or overlooked by the mainstream of social services initiatives (Vidhu, 2002).

However, the issues related to project management, particularly the communication gaps between NGOs and communities always remained as an obstacle in the development of these marginalized groups in Malaysia (Vidhu, 2002). Ineffective communication and lack of participation leads to improper utilization of resources, deficiency of team involvement, and lack of community participation which results in waste of resources and time

¹⁵ Marginalized groups, in the field of sociology marginalized groups refer to social exclusion. The concept is used for disadvantaged. It also encompasses excluded people like people with disabilities and elderly (Silver, H.1994)

(Chamhuri Siwar, 2008). Hence, in any community development project, proper placement of management standards and prevalence of effective communication mechanism to ensure participation must be addressed proficiently for effective short-term and long-term outcomes of the projects.

Currently Pakistan is also coping with numerous problems including improper management of resources, human development, environmental degradation, destabilized political institutions and poor governance. In these circumstances, the role of NGOs and civil society is important.. Presently, NGOs are actively engaged in serving the inhabitants but simultaneously they face various challenges while intervening in the country. Therefore, commitment, devotion, solid partnership and strong will are needed to intervene in community development schemes in Pakistan (Krishnamurthy and Sandra, 2009).

In recent years the concept of social inclusion and community empowerment has drawn considerable response from development experts. In fact, it is all about working together for common goal and sharing resource. Every single entity can complement and synergize the process of community empowerment. Mostly in developing countries NGOs are established and led by development practitioners who lack academic knowledge and pretend to practice field based experiences.

Furthermore, the size and nature of the organizations vary. Based on size and nature two different types of service delivery organizations are listed - charity-based and development-

based NGOs. Charity-based organizations lack a proper working system but development based organizations show a concern for appropriate management procedures. When there is a lack of proper communication and coordination systems; employees use fake smiles, create conflicts, increase work load, and mismanagement and wastage of resources are found in the organizations (Alan, 2000).

Lack of standard operating procedures and their implementation leads to mismanagement of financial resources and corruption¹⁶ in organizations (Alan, 2000). Alan also states that openness¹⁷, effective communication and participation could be suitable means to reduce improper knowledge and information sharing, lack of consultation, improper participatory decision making, poor acting together system and lack of proper coordination issues in NGOs.

1.3 Research Objectives

This study aims:

- 1.3.1 To determine the flow of communication with employees (internally) and community (externally) in two NGOs, one in Malaysia and one in Pakistan.
- 1.3.2 To examine the mechanism of these NGOs to ensure the participation of employees and communities in their projects.

¹⁶ Corruption means dishonesty, , immoral and any wrongdoing which also relates to the misuse of authority and emergence of bribery in organizations (Angus 1993 p. 218).

¹⁷ Openness refers to behavior of persons and organizations in order to entertain employees and stakeholders without any fear (Business Dictionary 2011).

1.4 Research Questions

- 1.4.1. What is the flow of communication within the selected NGOs of in each country?
- 1.4.2. What is the flow of communication between the selected NGOs and their respective communities?
- 1.4.3. What is the community's participation process in the NGOs' projects?
- 1.4.4. What is the correlation of communication with community participation in these both NGOs?

1.5 Brief Introduction of Selected NGOs (FRHAM and HANDS)

1.5.1 FRHAM

Federation of Reproductive Health Associations Malaysia was formerly known as Federation of Family Planning Associations Malaysia (FFPAM). It is a leading organization working in 13 States of the county. The association is rigorously working for reproductive health rights¹⁸. 'The organization was established in 1958 with the aim of educating Malaysians in family planning and responsible parenthood, promoting and supporting effective family Planning and Sexual and reproductive health services. Since 1963, FRHAM has been a member of the International Planned Parenthood Federation¹⁹ (IPPF) and was a fully accredited member in November 2005' (Report 2010 p.13).

¹⁸ Reproductive health rights, define the right to legal birth control, safe abortion and access of good-quality reproductive health care including right to access and education in order to make informed and free reproductive choices. Its emphasis is on maternal and child health issues. The reproductive health rights are now discussed as basic human rights (WHO, 2012).

¹⁹ International Planned Parenthood Federation "(IPPF) works in 172 countries to empower the most vulnerable women, men and young people to access life-saving services and programs, and to live with dignity. Supported by millions of volunteers and 30,000 staff, IPPF Member Associations provide sexual and reproductive health information, education and services through 65,000 service points". <http://ippf.org/>. Retrieved, 04th May 2013.

FRHAM is among the largest NGOs in Malaysia. The organization is recognized or known as the oldest and most prominent organization in the NGO sector of the country. It emphasizes reproductive health rights and provisions of family planning services.

Previously, FRHAM was working under a different name and this was changed by its board of directors and was approved by the Registrar of Societies in January 2009. Several research studies have been conducted by the organization on HIV/AIDS, including: ‘investing in sexual and reproductive health and rights’, ‘study on strengthening HIV and sexual and productive health linkages in Malaysia’ and other relevant studies (FRHAM, 2012). The detailed profile is given in chapter three, section 3.1.

1.5.2 HANDS

“Health And Nutrition Development Society HANDS is a registered, tax exempted, PCP²⁰ Certified and European Union accredited Not-For Profit (NFP) registered organization working since 1979 with key programs: human and institutional development²¹, health, education, poverty alleviation, water supply, sanitation, sexual and reproductive health and infrastructure development.

²⁰ PCP, (Pakistan Center for Philanthropy) was established by government of Pakistan to certify and monitor the civil society organizations in the country.

²¹ Human and Institutional development, it’s a training and development department of HANDS. Institute of Community Development is one of the projects of HID (Profile, 2012).

HANDS is working all over the country through its development project interventions in Pakistan (Annual Report, 2012 p.6). HANDS is one of the largest NGOs of Pakistan working to improve sexual and reproductive health in the country. Mother and child health is the core program of the organization.

The organization is registered under the Society Act. HANDS is covering most of the community development components to touch the needs of marginalized communities of Pakistan and the organization strongly believes in creating community leadership and participative working atmosphere in villages (Ahmed, 2012 p.18). A detailed profile of HANDS is given in section 3.2.

1.6 Common characteristics between NGOs of Malaysia and Pakistan

- 1) Malaysia and Pakistan -both are Muslim countries located in Asia. Both were colonized under British rule before independence. Both countries are multi- ethnic, multi-cultural and multi-lingual countries.
- 2) NGOs are playing a significant role for community development in both countries and various community development programs are run and supported by both governments.
- 3) The governments in both countries recognize the role of civil society and give value to their work.
- 4) NGOs of both countries are contributing in public policy formulations.
- 5) Both selected organizations are registered under Society Act in their respective countries.

- 6) Both are the oldest organizations in their respective countries. While the FRHAM was established in 1953 and formerly known as Federation of Family Planning Association, Malaysia, HANDS (Health and Nutrition Development Society) was established in 1979 and previously the organization was known as Health and Nutrition Project.
- 7) The major areas of community development are the same and both organizations are working in sexual and reproductive health in their respective countries.
- 8) They have common donors in some projects including World Health Organization (WHO), UNICEF, United Nations Family Planning Association (UNFPA) and the governments of both countries also support the respective NGOs.
- 9) The working structure and approach is almost similar. Both HANDS and FRHAM are national level NGOs and working all over the country.
- 10) The working structures and departmental organization of HANDS and FRHAM are similar; they have governing boards, head of organizations; the departments are also similar such as Administration and Operation, Finance and Supplies, Resource Development, SRH Training Center, Media and Publication, Family Planning and Reproductive Health, Evaluation & MIS (Management Information System), Advocacy, Youth and Community Education, Women's Development.
- 11) Similar projects on sexual and reproductive health are selected for this research study.

1.7 Research Setting

The research study was carried out at Subang Jaya Selangor State of Malaysia and District Malir Karachi of Sindh province in Pakistan. The main purpose of selecting these settings is that the sites are near international cities as Subang Jaya links with Kuala Lumpur and

District Malir links with Karachi. FRHAM and HANDS both are running their projects in these sites on sexual and reproductive health for their respective communities. The researcher also obtained permission from both organizations' management prior to conducting the research.

1.8 Significance of the study

Effective communication helps in performing the basic functions of management, i.e. planning, controlling organizing and leading. Communication is a fundamental means of maintaining the flow of information and knowledge sharing. Employees and community can perform in a better way when plans and tasks are delivered to them in effective ways (Adnan, 2010).

In other words we can say that successful organizations are successful because of effective communication. Proper communication and increased level of participation enhances motivation among employees and communities in NGOs (Alan, 2000). Communication through information and knowledge sharing connects individuals and enables them to perform well for achieving collective goals (Burger, 2012).

A well-informed individual will have a better attitude than a less-informed individual and such provision of information can be made only through effective communication, sharing of reports, celebrating success, having meetings and training orientation sessions, providing encouragement, writing communication, providing oral presentations and helping

employees' attitudes (Nour, 2011). Fostering communication²² and increased participation help in socializing, that results in enabling working atmosphere and shaping team building. It is said that no individual or organization can survive without communication. NGO management faces various communication barriers to maintain proper participation and ensure communication efficiently, hence the management should explore the reasons and provide their solution to develop and maintain an effective communication system in organizations (Rodolph, Verderber et al. 2008 p. 128).

Communication is the most significant function in any organization. Therefore, it is important to consider and understand the impact of effective communication, flow of information sharing, mechanism of consultation and decision making processes of NGOs in their community development projects in Malaysia and Pakistan. Moreover, it is communication that contributes to increase the participations. If the professional staff and communities are well informed, they realize their responsibilities and act together to increase the possibilities of successful project accomplishment.

Through this study a rational comprehensive comparison of communication systems in two non-governmental organizations; FRHAM and HANDS is made. Respondents' views, field learning, discussion, suggestions and recommendations resulting from this will help NGOs to implement community development projects successfully. The study would be beneficial for policy makers, NGO heads and practitioners, planners in community development

²² Fostering communication is defined as creating strong communication among employees which improves their morale and results in innovations (Acevedo, Laura 2013).

sectors, researchers and other players who are involved in this sector. This research study focuses on the importance of communication in order to ensure community participation in the community development projects executed by NGOs.

1.9 Research Motivation and Contribution

Various studies have been conducted on NGOs' work in order to evaluate community participation and development in Malaysia and Pakistan by different institutions. However, there is no specific study that addresses communication problems in NGOs, despite this being one of the prime functions for the organizations. Communication nurtures and enhances participation in NGOs. This study discusses communication mechanism, the flow of communication, information & knowledge sharing, consultation process, group decision procedures, acting together and supporting independent community interests in NGOs. At the end the study contributes through provision of Communication Participation and Cooperation (CPC) a model to follow by the NGOs.

1.10 Scope and Limitation of the Study

The scope and several minor limitations in this research study are mentioned below:

- 1) The study was limited only to two NGOs.
- 2) Several projects are executed by the NGOs, but only one project of each selected organizations was selected for the study.
- 3) The researcher was not among the community and could be viewed as an outsider, so the respondents might be reluctant in responding and speaking openly or to criticize the NGO's way of working.

- 4) In Pakistan few women were reluctant to respond, but the female interpreter encouraged them to participate.
- 5) The study only focused on flow of communication and community participation mechanism so the views and project weaknesses were not covered or discussed.
- 6) This research study is not generalized for all NGOs or all areas of the respective countries.
- 7) Subang Jaya of Selangor state of Malaysia and District Malir of Karachi of Sindh Province in Pakistan were selected as locations of the research study, thus the research study was limited on these two areas.
- 8) The data was collected from the office based staff²³, field workers²⁴, and the communities where the projects were executed.

1.11 Conceptual Framework

The conceptual framework of the research study refers to the assumptions, expectations, theories, beliefs, systems and concepts that support and give track²⁵ to any research study (Bickman and Rog, 1998). Communication research often works from a simple model which asks who says what in which channel to whom and with what effects? This is sometimes seen as too linear flow since feedback loops can occur across all the stages of communication (Marshall, 1996).

²³ Office based staff, means the staff working in their offices i.e. managers, officers who work in several departments like; finance, administration, publication and resource development.

²⁴ Field workers are, paid employees who work mostly in community. They have strong connections with communities. The field workers play a bridge role between the community and the NGO.

²⁵ Track, a pathway or channel to the research study.

In addition, the model of communication in NGOs seems complicated and difficult to understand (Cheah Foo Seong, 2009). There are several notions that are applied to maintain sound governance, openness, honesty, transparency, independence, accountability, responsibility, fairness, reputation and social responsibility (Hilhorst, 2003). Indeed, these qualities improve the attachment of stakeholders (Hilhorst, 2003).

NGOs follow several concepts to ensure community participation in their work i.e. community empowerment, community mobilization, community motivation, community partnership, community capacity building, community engagement, asset based community development and community development driven for the purpose of ensuring community involvement in their development projects. These concepts emphasize the ways to engage communities and social workers.

This research investigates the mode of information, knowledge sharing and communication that is used in community development projects and how this system is interpreted in the development sector.

Organizational Information theory has contributed a lot to organizational communication. The theory includes information, environment, information equivocality and communication flow (Weick, 1969 p.124). The theory of organizational information insists on the process rather than the structure (West & Turner, 2000 p.34). The understanding of messages by individuals is as important as the exchange of information circulates within the organizations. According to Weick (1969) the theory of organizational information

focuses on ‘information communication that is vital in shaping the performance based organizations’.



Figure 1.1 The conceptual Framework of Organizational Information Theory (Modified by researcher)

Figure 1.1 shows that there are three parts which are interconnected with each other i.e. Information environment, Equivocality and Communication flow.

The organizational information theory addresses the connections - networks among the groups and individuals of organizations; they work collectively which is good and beneficial for all (Fine, 2001 p.127). The concept of organizational information highlights the importance of peoples’ involvement in getting shared objectives and sustaining relationships (Mladovsky and Mossialos, 2008).

The notion of community participation is gaining considerable attention as an operative approach in community development which boosts community involvement (Craig and Mayo, 2004). Atkinson (2005) states community involvement refers to “combined influence of a community’s commitment, resources and skills that can be deployed to build community strengths and address community problems and potential opportunities”.

Partial involvement or participation of communities while responding to the economic, environmental and social problems cannot lead towards community empowerment. It is essential to understand the appropriate concept of community participation and empowerment in NGOs sector to comprehend the idea of pursuing the process of their involvement (Vercseg, 2010).

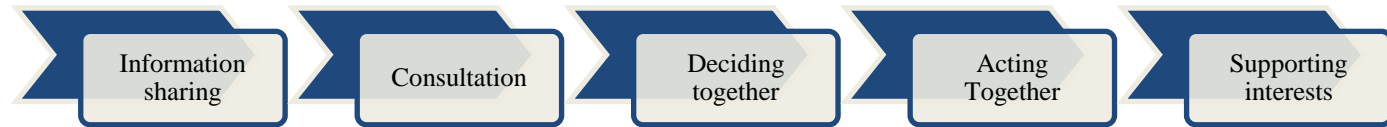


Figure 1.2 Conceptual Framework of Community Participation and Empowerment
(Modified by researcher)

Figure 1.2 demonstrates that the processes of information sharing, consultation, deciding together, acting together and supporting the community interests leads community participation and empowerment. The above mentioned conceptual framework was taken from the David Wilcox’s (1994) five rung theory.

Two theories are applied in this study organizational information theory of Weick (1969) and community participation and empowerment theory of Wilcox (1994). The research outlines the working mechanisms of communication to involve employees and communities in development projects of the two NGOs.

1.12 Operational Definitions of Concepts

1.12.1 Communication

Communication is defined as sharing or exchanging information or ideas for producing desired or intended results (Soanes, 2006). Communication is the process that we use to send and receive messages to each other within and outside of organizations (Adnan, 2010). Marshall (1996) states communication is the process of establishing meaning of occurrences found in all social situations and hence is a very wide-ranging concern of social scientists generally.

1.12.2 Communication flow

The communication flow is the direction of messages passing through different networks in an organization. The flow can be in any form, for example, it could be upward, downward or just horizontal (Adnan, 2010).

1.12.3 Community

The concept of community was developed theoretically by classical sociologists as: ‘people who live together geographically (i.e. city, village or town) who are interconnected, interdependent and follow the same values and traditions (Strier, 2009). In social science

research the notion of community is not simple to define or pin down because it varies from society to society. In various literature the definition of community is not limited to people living together in the same place (Claire, Donald et al. 2008). ‘The concept of community concerns a particularly constituted set of social relationships based on some attributes which the participants have in common’ (Marshall, 2009 p.87). Parrillo (2008 p.231) defines the term of community ‘became identified with that smaller, more intimate locality and the types of relationships among people’. In this research study community is considered as key respondents’.

1.12.4 Community Development

‘The concept of community development refers to the process of skills and capacity enhancement of community members through social relationship that plays its role to change or improve their socio-economic conditions, and empower them to achieve common interests’ (Marshall, 1996 p.146). Ronald (2001) cites that community development is based on adaption of institutional approaches, values and behaviors that change collectively in the lives of common men. Sociologists have sought after a method and set of rules and procedures that could vouchsafe the scientific character of community enterprise and this is known as the process of community development (Stolzenberg, 2004).

1.12.5 Organizational Information

The notion of organizational information deals with the management of affairs that affect the organizational performance in managing the information flow within and outside organizations (Weick, 1969 p.59). Organizational information addresses key problems of

communication and knowledge sharing (Weick, 1969 p.88). Organizational information tackles the information uncertainty in organizations (West & Turner, 2000 p.146).

1.12.6 Community Participation

The concept of community participation in development activities is certainly not a new topic of debate. In rural development, community participation has been recognized one of the essential components since early 1950s (Nour, 2011). Typically, community participation is associated with improved information flows and enhanced provider responsiveness and beneficiary accountability that is expected to enhance the allocation and efficient use of resources (Burger, 2012). Community participation practice supports in building and maintaining trust among people which provides solid base to partners in strengthening relationships and enhancing their involvement (Suzanne, 2008). Participation should be justified on the basis of its contribution towards the objectives (Nour, 2011).

1.12.7 NGOs (Non-Governmental Organizations)

In the context of NGOs, Hilhorst (2003) mentions that NGOs primarily are being established by people to work for the betterment of society. NGO is defined as an independent voluntary or professional association of people acting together on continuous basis to focus and resolve community issues (Vidhu, 2002). NGOs have been actively involved in social development sector and their work supplements provision of state services in health, education, poverty alleviation and environment sectors (Lee, 2007).

1.13 Research Layout

The thesis consists of eight chapters. Chapter one presents an overview, description of the introduction, background and outline of the study. Chapter two covers literature review relevant to the study. Chapter three provides a detailed profile of selected NGOs. Chapter four demonstrates the theoretical framework used. Chapter five describes the research design and methodology used. Chapter six provides an analysis of the data and Chapter seven provides a discussion. Finally, chapter eight concludes the thesis with the summary of findings and recommendations.

1.14 Summary

Chapter one explains the introduction and background of the research study. Social problems and role of NGOs to overcome these sector-wise issues are also discussed in the chapter. The first section debates on communication from various aspects and discusses the importance of community participation in NGOs' projects. Problem statements, objectives of the study and research questions are also provided. Brief profiles and common characteristics of both selected NGOs (FRHAM and HANDS) are discussed. The research settings, significance of study, scope and limitations and theoretical framework are then presented. The last section of the chapter provides operational definitions of terms which are used in the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two reviews the existing literature related to the subject and links with the theme of the study. It discusses concepts of communication and community participation; definitions of related terms, relevant studies conducted by different scholars, researchers, and published papers on the topic. The chapter initiates with debate about the social problems in general and in respective countries and communities, role of NGOs and the concept of community development. The emerging approaches of community participation are also mentioned in the chapter; and the processes of community participation and communication mechanism in NGOs are also discussed. A summary of the chapter is provided.

2.1 Communities in Malaysia

Malaysia is a multiracial country with a population of 29,369,553 people (Statistics, 2012). The country is divided into two separate land masses, East Malaysia comprising of Sabah and Sarawak and West Malaysia- Peninsular Malaysia (Shireen, 1998). Total land of country is 329847 square kilometers with 86.5% of population found in West Malaysia while 10.2% and 9.2% were residing in Sabah and Sarawak respectively (Saw and Kesavapany, 2006). According to country's demographical profile, the urban population is 72% (2010) with 2.4% rate of urbanization annually (2010-15 est.). The average life expectancy is 73.79 years 71.05 in males and 76.73 years in females respectively (2011 est.). It shows moderate healthier life style of people live in Malaysia.

Ethnic groups in the country include Malay 50.4%, Chinese 23.7%, indigenous 11%, Indian 7.1% and the rest 7.8% (2004 est.). The religions that are practiced in the country are Muslim (or Islam-official) 60.4%, Buddhist 19.2%, Christian 9.1%, Hindu 6.3%, Confucianism, Taoism, other traditional Chinese religions 2.6%, other or unknown 1.5% and none 0.8% (Census, 2000). With reference to Census (2000) Bahasa Malaysia (official), English, Chinese (Cantonese, Mandarin, Hokkien, Hakka, Hainan, Foochow), Tamil, Telugu, Malayalam, Panjabi, Thai languages are spoken in the country and other indigenous languages- Iban and Kadazan are widely spoken in east Malaysia.

Leadership of the country realized in early years that the nation was not based on any coherent nationalist ideology therefore, strategy was formulated to integrate linguistically, ethnically, and culturally diversified Malaysian communities into a single nationality (Verma, 2002). The British recognized Malay States as sovereign states and treated Malays as the native group with “special attention” (Lee, 2010). For this reason, British positioned Malays at the top of the political hierarchy among ethnic groups in the country (Lee, 2010).

Rural communities of Malaysia are suffering mainly from poverty and it must be addressed as an important issue (Zakaria, 2002). During the era of Dr. Mahathir Mohamad, the government took several measures to increase socio-economic and human development for all communities living in Malaysia (Navaratnam, 2003). Overall Literacy rate in the country is 88.7% male: 92% and female: 85.4% (Statistical, 2011).

2.2 Communities in Pakistan

Pakistan has a long history going back to ancient times of Indus Valley civilization (c. 2500–1700 BC) (Pakistan, 2012). A series of consequent attackers—Persians, Aryans, Arabs, Greeks, Turks, and others controlled the region for many thousand years and Islam was introduced in the region in 711 (Talbot, 2011).

The region came under Mogul Empire in 1526 later the British ruled 1857 – 1947 (Pakistan, 2012). Due to conflicts between Muslims and Hindus, Britain agreed for the formation of Pakistan that came into being in August 1947 as a separate Muslim state (Pakistan, 2012). At the time of partition, the largest migration was experienced in the history of human when 17 million people fled across the borders in both directions to escape sectarian violence (Talbot, 2011).

Pakistan is multi-lingual, multi-cultural and multi-ethnic Muslim country where 95% are Muslims (Pakistan, 2012). Traditionally, family values are highly respected (Memon, Joubish et al. 2010). The urban population trend to nuclear families due to socio-economic constraints, but in the rural areas of Pakistan joint family system exist and regional tribal customs dating back thousands of years prevail (Memon, Joubish et al. 2010).

Pakistan is divided into four provinces- Punjab, Sindh, Khyber Pukhtoon Khwa and Baluchistan which are further divided into Divisions and Districts (Information, 2012). More than 145 languages are spoken in Pakistan and mostly Perso-arabic script is used in writing (Global 2012). The main languages are Urdu, English, Persian. Punjabi, Saraiki, Sindhi, Pashto, Balochi, Brahvi, Kashmiri (Talbot, 2011). Punjabis, Sindhis, Saraikis,

Pakhtoons, Balochies, Muhajirs (migrated from India), Shina, Khowar, Brahui, Burusho, Kalash and Hindkowans are the major ethnic communities in Pakistan (Information 2012).

Table 2.1 illustrates total population of communities living in Pakistan showing Punjabis 79.3 Million (44%), Pashtuns 26.7 Million (15%), Sindhis 24.8 Million (14%), Saraikis 14.6 Million (8.11%), Muhajirs 18.3 Million (10.16%), Baloch 6.3 Million (3.50%) and others 10.1 Million (5.61%). (see Table 2.1) The total population of the country is 180.1 Million.

Table 2.1: Population division in Pakistan

Community	Population (Million)	Population in Percentage
Punjabis	79.3	44%
Pashtuns	26.7	15%
Sindhis	24.8	14%
Saraikis	14.6	8.11%
Muhajirs	18.3	10.8%
Baloch	6.3	3.35%
Others	10.1	5.46%
Total	180.1	100%

Source: Population Census Organization Government of Pakistan, ‘Population of Pakistan, 2012’.

‘The most difficult problem facing Pakistanis today seems to be creating a sense of ‘nation’ among the diverse communities and ethnic groups that make up the country’s population’ (Gall, 1998 p.46). Ethnic conflicts among Pakistani communities remain one of the major complications in the country (Talbot, 2011). Despite having Islam as the major religion, divisions are widening among the communities living in Pakistan on the basis of culture,

language, political identity, province, sect, class system and ethnicity (Memon, Joubish et al. 2010). These conflicts among communities could be harmful for the country. However, Mutahir (2008) suggests while dealing with ethnic conflicts Malaysia as a country can be taken as viable example for Pakistani leadership.

2.3 Social problems

Any instance that damages society is perceived as a ‘social problem’ (Strier, 2009). It remains unclear to understand reasons and implications of social problems in detail, hence the perception and consequences vary as some segments of society are harmed by these problems while at the same time they can be beneficial for others (Colmen, 2003).

Global report (2012) on poverty highlighted that the poverty has become a one of the major problems of the world and that contributes in widening the gap between the poor and elite classes. ”. Further the report says that the world’s population is increased immensely. Due to the growth of globalization, modernization which are associated with the gap of mass and elite class UNDP, 2012.

Consequently, poverty has left countries far behind due to scarcity and mismanagement of resources (Keith, 2005). Several studies have highlighted that the issues related to population growth and increasing poverty leaving developing countries to rely on aid of international donor agencies (Kesavapany, 2006). Susanne and Haggis Jane (2002) mentions the process of development should not be depended on international aid but civil

society and government should take mass initiatives and sustain community development programs to eradicate poverty and build self-reliant society.

NGOs being the key contributors should mobilize communities and involve them in development initiatives. Multi-sectoral²⁶ community development programs are needed to be implemented in rural areas in order to minimize the gap between the haves and the have nots. Thus, governments should build knowledge-based economies²⁷ and NGOs need to come across with participatory community development programs to deal with existing social problems.

Developing countries²⁸ should concentrate on their people and their intellectual capital, because they are very significant to be utilized for human welfare and economic progress (Vidhu, 2002). The development schemes in developing countries should be linked with integrated development programs addressing health, education and poverty issues (Kesavapany, 2006). In such a scenario NGOs have the potential to intervene in partnership with governments to develop and execute community development schemes at grass root levels.

²⁶ Multi-sectoral, program in community development means a set of activities conducted for health, education, poverty alleviations and with partnership of different stakeholders; community, NGO, government and donor organizations.

²⁷ Knowledge-based economy is directly linked with highly skilled human resource or increasing demand for more highly-skilled workers. The concept of Knowledge based economy puts emphasis on skills enhancement so that employment opportunities can be produced can contribute in economic development and it makes valuable, and unskilled labor less so that they can contribute in national economy

²⁸ Developing countries, are also known as third-world countries and the definition is used for those countries where the nation has a low level of material well-being http://www.princeton.edu/~achaney/tmve/wiki100k/docs/Developing_country.html.

2.3.1 Social problems in Malaysia

In early 1970s, Malaysia as an independent state faced challenges of transforming an ethnically, culturally and linguistically diversified population into a single nation, because the nation did not have any coherent nationalist ideology (Vidhu, 2002). Several policies were formulated on the challenge to maintain peace and harmony in the country and promote Malaysia as one nation (Vidhu, 2002).

Remarkably the Government and civil society organizations set milestones, they strived together and proved the country as a case-study for other multi-lingual, multi-ethnic and multi-cultural countries (Lee, 2010). The rapid growth of Malaysia reflects the participatory community development plans widely recognized and implemented across the country (Shireen, 1998). Major economic and social development progress was made during the era of Dr. Mahathir Mohamad²⁹. A number of human welfare and community development programs were also initiated during that period (Navaratnam, 2003).

Malaysian five years development plans are considered as solid strategic documents for the consistent development of the country (Vidhu, 2002). Several problems of the county are addressed and solved through such strategic documents. Economists have criticized the five years plan by addressing it with the mega development schemes rather than prioritizing grass root level community development initiatives (Shireen, 1998). Social scientists argued that primary issues of basic health, microfinance, social enterprise and community

²⁹ Dr. Mahathir Mohamad, was the 4th Prime minister of Malaysia from 16th July 1981 to 31st October 2003.

agriculture development schemes should have been imparted as priority agenda rather than emphasizing on mega development schemes (Lee, 2010).

Population growth, per capita income and economic expansion are interdependent therefore, management of these areas needs consideration of government and civil society organizations in order to minimize the gap of the rich and poor in Malaysia (Musa, 1999). Human development framework addresses the slow growth of population and the lengthening life span of citizens. Malaysia has maintained TFR (Total Fertility Rate) of 2.7 in 2008 – 09 and 2.6 in 2010-11 (Global Report, 2011).

In rural areas of Malaysia most communities are engaged in the agricultural sector (Shireen, 1998). Malaysia has to balance the relationship between degradation of physical environment, poverty and high population growth as any of these problems aggravates the others (Musa, 1999).

Ramon (2003) advocates skills enhancement and education as vital basic needs and suggests that the public should take an active part in shaping economic policies so the policies adequately concentrate on basic economic needs. He further recommends greater need for public participation in policy formation to ensure national socioeconomic management and development in Malaysia (Ramon, 2003).

Participation of civil society organizations in policy formation made the government realize the importance of agricultural development, and the government planned to support

inhabitants in the rural sector (Vidhu, 2002). The country's leadership prioritized agricultural policies and this helped successful development in rural communities (Hoffstaedter, 2009). Now Malaysia has become a substantial country in the context of developed states of the world (Hoffstaedter, 2009). Human Development Report (2012) categorized Malaysia as a developed country and ranked it 61 with a Human Development value of 0.761.

2.3.2 Social Problems in Pakistan

Pakistan is located in South Asia and falls in the category of developing countries and has a population of more than 180 million (Pakistan, 2012). Currently, rapid population growth is a major challenge that has not been handled appropriately so far and has resulted in a number of interrelated social problems (Jafarey, 2008). The detail of the social problems is also discussed in chapter. Demographers' point of view must be noted that Pakistan should take rapid population as a key problem and mention that the measures need attentions of policy makers to control population growth rate, if the population problem would not be handled appropriately Pakistan would be one among the top most populous country of the world after 30 – 40 years (Livingston and O'Hanlon, 2011).

Socio-economic indicators of the country are worse than other nations in South Asia (UNDP, 2011). The TFR (Total Fertility Rate) is 4.1 among women ageing 15–45 years that contributes in high neonatal death and maternal mortality in the country (PDHS, 2008). Myths regarding family planning and reproductive health services, social determinants and lack of availability of contraceptives are the main reasons for population growth

(Rukanuddin, Ali et al. 2007). Pakistan is reported as the second highest in infant and child mortality country in South Asia (Human Development Report, 2011).

Presently, Pakistan is suffering from various social problems including inflation, destabilized political institutions, inconsistent development plans, illiteracy, poverty, unemployment, and spreading class-system (Talbot, 2011). There are more than 50000 villages where approximately 61% of total population is situated (Pakistan, 2012). Like h Malaysia, the masses in the rural areas of Pakistan are also mainly engaged in the agriculture sector (Mutahir, 2008).

Despite having the potential to become an agricultural landmark, the country has mainly pursued industrial development policies (Mutahir, 2008). Hence there is real need for sector-prioritization (Mutahir, 2008). The state leadership should plan and implement agricultural development programs and promote export of agricultural products such as cotton, fruits, rice, and other domestic supplies (Shida, Muhhamad et al. 2000).

Lack of education, poor health infrastructure and living standards, improper sanitation and lack of clean drinking water are the main issues of the country (Memon, Joubish et al. 2010). Being under great threat of natural calamities like flood, earthquake, drought and manmade disasters, Pakistan is considered as a disaster prone country in South Asia (Tariq and van de Giesen, 2011). However, government and civil society organizations have taken few measures by building various flood protection structures and carrying out rehabilitation activities in disaster affected areas (Memon, Joubish et al. 2010).

Pakistan is ranked as 145th among 189 countries in human development index with HDI value of 0.504 (UNDP, 2012). Multidimensional Poverty Index is 53.4 due to low literacy, gender inequality, poverty and increased population (Jafarey, 2008). Literacy rate is 55.5% in the country (UNDP, 2012). Poverty is highlighted as the major cause of all disturbances in the country and the Human Development report further states that poverty rate is 49.4 and population living below \$1.25 per day is 22.6% (UNDP, 2012). The role of government, NGOs and other stakeholders is most important in such a situation.

2.4 Community

2.4.1 Notion of Community in development sector

The term community is difficult to define or pinpoint in words (Claire, Donald et al. 2008). Strier (2009) defines the concept of community as that of people living together. Flo and Anne (1999) argue that if community is defined through physical location then it means people live in precise boundaries. The comprised set of societal associations based on something common in participants is also classified as community (Marshall, 2009 p. 85).

The term community is mostly associated with geographic location (i.e. village, town, and city) where people live together. Flo and Anne (1999) mention that NGOs who are involved in community services, use the term community for fundraising and grant seeking. The concept of community still provides the theoretical platform and discusses the interface between individuals and society, and the close relationships of people who live together.

A group of people who work or live together in local area having some social attachments is called community regardless of its size either small or large, but they do have network with other communities (UNEP, 2003). It reflects that the residents live inclusively to work towards the achievement of common agreed visions, goals and have human networks within and outside.

Strier (2009) says that increase in privatization, advancing social life, rising influence of communication technology, and globally massive migrations changed the definition of community and extends it to cultural and geographic communities. This shared dimension allows them to be distinguishing and form groups in society.

The essence of community is to live and work together without any formal agreement (Payne, 2008). Moreover, community members follow unwritten norms and share values with common understanding to maintain their relationships. A community cannot be formed through individuals' meeting but it evolves, develops and grows with the passage of time (Pinnock, 2002).

Claire, Donald et al. (2008) explains the discourses that are evolved and developed in communities and the community takes lead to follow their discourses. In some particular situations, participants with different social attributes while living and working together reach a stage where differences are not counted and they consider themselves as one community (Rule, 2008).

However, in sociological literature the term community also refers to types of population settlements (Keith, 2005). Mary (2009) presents a different point of view about the community and argues on meaningful effects of the word community. She further cites that there are several kinds of communities such as the university community, city community, the church community, the social science community and many more. Psychologists define community as “a feeling that members have of belonging and matter to one another and to the group; a shared faith that members needs will be met through their commitment of living together” (McMillan and Chavis, 1986 p. 29).

In the field of community development two words ‘community’ and ‘citizen’ are commonly used. These words are interchangeable. However, the definition of community can be extended for communities or community groups having certain qualities of relationships and common characteristics living in rural areas and ‘citizen’ having the similar qualities living in urban areas (Mathie and Cunningham, 2003).

2.5 Development

2.5.1 Development as a Jargon

The concept of development discusses ‘improvement or positive change’ (Haggis, 2002). Globalization and modernization have associated the ‘term development’ with economic development (Grint, 2005). Social scientists consider development as a process to create self-reliance and quality living standards in community through participatory and inclusive measures (Haggis, 2002).

The term development has been used in the sociological literature and refers directly to social change for socio-economic transformation and awareness (Grint, 2005). Turbull, Dilys and Parkinson (2010) explain the concept of development as “gradual growth of something for the purpose of becoming more advanced and stronger”.

In the capitalist society the term development refers to wealth (Haggis, 2002). However, in NGO sector the term ‘development’ refers to knowledge enrichment, continuous learning activities, skills enhancement, community awareness and resource building (Angus Reynolds, 1993).

2.5.2 The way NGOs Develop Communities

Community development does not proceed easily; it requires significant changes in structures, attitudes and values (Haggis, 2002). Development implies a shift in the capacity of individuals, organizations and nations to use resources which they have the right to use under present legal and economic arrangements (Grint, 2005). The most conventional analyses recognizes the need for improving existing arrangements regarding development process, in order to move toward a self-reliant society (Roseland, 2000).

Community development is a planned process that requires certain prerequisites. Effective community development most often happens when: a challenge or opportunity presents itself, and the community responds; community members are aware of their powers to act together to benefit their community (Smith, 1999). The desire for building and being diversified community a common ground and/or positive change should take place. The

procedure of transformation happens when the process of community development is understood by community and practitioners, afterwards positive process prevails to manage this change in community development work (Smith, 1999).

The current development paradigm emphasizes investments on human capital, including infrastructure and community services, as the key to community development on a larger scale. Travis W. Reynolds (2010) mentions that development process insists on participatory way of development through community involvement that fulfills human needs.

2.6 Community Development

2.6.1 Concept of Community Development

Community development as a term has always faced criticism for being vague and pretentious (Vercseg, 2010). The term community development means a planned community transformation covering all aspects of well-being (cultural, social, economic and environmental), it also incorporates the collective actions of community members to address their problems, produce solution and generate resources (Smith, 1999; Strier, 2009; Paul and Ilona, 2010).

In the field of community development experts mostly emphasize sustainable community development that addresses “a community that uses its resources to meet current needs while allocating adequate resources for future generations” (Suzanne, 2008). Better quality of life, minimizing waste, adequate health and education systems, availability of income

opportunities and proper management of natural and community resources are the key elements of community development (Roseland, 2000).

Community development in sociological context is explained as the development of all aspects related to human life which produce positive change in society (Cragun, 2006). International donor organizations have been advocating and supporting various community empowerment programs since mid-1990s and these projects mainly focus on development of marginalized community groups through their own participation (Dongier and Alkire, 2003).

In the participatory and community involvement approaches communities are encouraged to share information, to make joint decisions which include vulnerable and disadvantaged people. This process also suggests that communities should work in groups. Mathie and Cunningham (2003) highlight the importance of community or local support groups and in this way, delivery of services can be more effective, in addition citizen participation is ensured and enhancement of local institutional building is also witnessed.

Community development scope can vary from small activities in small community groups to large programs for extensive groups at a broad level. Irrespective of the scope the process of effective community development is the approach of well planned, inclusive, equitable, holistic, long-term endeavor, supported by community members that integrated them into the bigger picture and benefit to the community as whole (Smith, 1999).

Community development is a complete set of activities including community based natural resources management, social mobilization, social investment funds, community capacity building, social safety net-targeting initiatives and group-based micro-credit programs (Babajanian, 2005). Community development is a grassroots level process which makes community organized, responsible and gets them together and supports them to become self-reliant societies (Smith, 1999).

Human development index has provided a base to measure the development of countries however, mostly service delivery organizations consider it as standard to develop communities because it discusses poverty, health, education and environment (Haggis, 2002). Capacity building and community skills enhancement are the fundamental elements of community development and both processes insist on inclusion and learning involvement for meaningful results (Smith, 1999).

Gillett (2010) cites community development is the process of interaction of human capital, community networking and organizational resources that exist in communities and can be used to solve their problems and maintain its well-being. The concept of community development was introduced by civil society organizations, gradually adapted by the government institutions in developing countries due to its quality services, systematic way of working, participatory approaches and its effectiveness (Vercseg, 2010).

The international development agencies like World Bank, United Nations Development Programs and other donor organizations emphasize on decentralization in their funded

programs and stress to enhance community participation and promote formation of community groups or community based organizations (CBOs) and at the same time ensure their strengthening (Babajanian, 2005).

The Community Based Organization (CBO) is a designed model by international development players and has been replicated all over the world particularly in third world countries. Evaluation of CBOs have promoted local development, transparency and cost effective management practices.

The World Bank has encouraged this developed and comprehensive community development model which exists in around 60 countries (Brinkerhoff, 2003). Through this community based model several community infrastructure and rehabilitation schemes are implemented including water supply, sanitation, roads, communal areas, social mobilizations, community capacity building, establishment and renovation of schools and health facilities (Brinkerhoff, 2003). Pakistan Poverty Alleviation Fund (PPAF) is one of the successful models for developing countries (World Bank, 2012). These increasing approaches are seen as an inclusive development instrument for strengthening community institutions and empowering individuals.

2.7 Community Participation

2.7.1 Community Participation from a development perspective

Several strategies of community involvement are implemented in community development projects (Rule and Kyle, 2008). While discussing society, Colmen (2003) relates it with

human body and the people living in, who have tongue, nose, ear, system of blood circulation, muscles and brain; similarly society has a set of political, religious, ethnicity, class, family and education applications. He further adds that for remaining alive all organisms must work together.

The concept of participation is not a recent one in community development sector. Community participation is recognized as one of the essential instruments in rural development initiatives (Nour, 2011). Community participation is linked with beneficiary accountability, proper information flows and improved service provider's responsiveness which is anticipated allocation and appropriate use of resources (Burger, 2012).

Trust is one of the keys and considerable factors to improve community participation, regarded as ongoing process that builds relationships to execute project activities in sufficient manners in communities (Suzanne, 2008). Participation is justified and measured on the bases of community contribution towards project objectives. Various scholars mention that community participation is baseless without acting and deciding together, even the presence of awareness among community members to act collectively. NGOs are specifically required to understand the importance of citizens' participation clearly and practice it in their projects through community participatory approach.

The process of participation enhances collaboration culture in a community and leads to desired project outcomes (Roseland, 2000). The real indicator of community participation is that the community owns and monitors projects implemented in their areas. This

dimension of participation assumes that communities are cohesive units and recognize their problems. Hence, community members have the ability to conduct extensive monitoring of projects, by living in respective geographical site they have knowledge of the affair in their region and ultimately are the beneficiaries of projects.

The, community monitoring is considered as an emerging and effective approach in development projects to involve communities and delegate responsibilities in project activities. The concept of community monitoring sufficiently fulfills the need for required information that is comprehensive and authentic in nature (Burger, 2012). , Nour (2011) says that community monitoring reduces cost and mobilizes resources with better target achievement and identifies communities' needs through the involvement of communities. Community involvement is not only important in service delivery projects but has also a very significant role in environment related projects (Dafna and Richard, 2009).

The importance of community participation has increased over the years (Rule and Kyle, 2008). NGOs particularly focus on mixed large community gatherings. NGOs have great potential to make valuable contributions through ensuring community participation in their development projects (Nalini, 2002). With the passage of time community participation is widely recognized as one of the fundamental functions in development projects (Nour, 2011).

Experiences in development sector prove that community resists when externally driven approaches are imposed on them, hence it is better to give the community space and control

(Peter, 2010). Burger (2012) argues community is the beneficiary and integral part in development projects of NGOs, so access to information and shared decision making from both parts; Community and NGO strengthens process of community ownership.

In reality most of communities are considered as recipients of services rendered by NGOs and it only gets support by them, thus a traditional gap is found between the NGO and community. Community participation is viewed as sufficient where democratic decision making system exists and decision making power is delegated to communities (Roseland, 2000). Indeed community participation can be increased if respect is given to the community, disagreeing with them honestly, treating them fairly, enjoying the partnership, helping each other and working together for common purpose (Sapna, 2006; Bill, 2007; Peter, 2010).

Community participation approach seeks to improve the economic mechanism and infrastructure, enhance capacity of community groups and build the capacity of individuals through skills enhancement activities (Mathie and Cunningham, 2003). There are different levels of individuals' participation starting with need assessment, document demands and implementation of plans. Mutual planning is an effective tool to involve community in decision making process (Paul and Ilona, 2010).

Community participation varies widely and it can be exercised through addressing needs, problems and required actions (Emilio, Michael et al. 2010). Community participation

ensures mutual decision making creates enabling atmosphere for involved people (Nicolas, 2009).

In communities people become involved in different ways initially with lower level of participation; for example, they come and attend meetings, reluctant to share their views, to see how the NGO motivates and encourages them to participate in activities (Roseland, 2000). Participation is considered as a good indicator that validates community interest in project activities. In fact, community participation draws the attention of development practitioners, local, national and international policymakers (Paul and Ilona, 2010).

Juliet and Sue (2008) highlight that participatory approaches are significant in planning development programs, they enable and empower communities. Particularly, at local level process of community participation is acknowledged in influencing various types of political behaviors and attitudes (Mary, 2009). The interpretations of participatory initiatives have remained mixed depending on the nature of development organizations. Government departments and most of the NGOs limit the term community participation as consultation only.

Typically, international agencies such as World Bank, United Nation Development Program, World Food Program and World Health Organization have seen community participation as a means to justify that the third world development projects reach the poorest in the most efficient and cost-effective way, and this leads to sharing costs as well as benefits, through the promotion of self-help atmosphere (Craig and Mayo, 2004).

2.7.2 Approaches of Community Participation in the development sector

There are several approaches that are being practiced by NGOs to ensure community participation. Some of these are now described.

2.7.2.1 Asset-Based Community Development (ABCD)

The concept of Asset-based community development (ABCD) means to ‘uncover strengthens of communities and use them for sustainable development. The first step of the ABCD approach is to assess community resources through capacity inventory and know what types of community skills and experiences are available. The second step is to motivate them so they utilize these skills and the third one is for citizens to act together and share theses resource to achieve goals’ (Samantha, 2000 p.13).

ABCD (Asset-based Community Development) has drawn special attention of practitioners and experts of community development sector. ABCD is one among many community-driven approaches. This strategy is demonstrated as an innovative way to mobilize communities particularly in rural areas and urban neighborhoods (Pinkett, 2000). ABCD is a needs based approach and has attracted NGOs and government departments particularly in service delivery projects (Mathie and Cunningham, 2003). Highlighting the importance of community engagement approaches, Gamble and Weil (1995) mention that in recent years ABCD has become mainstream in international community development practice (Pinkett, 2000). Experiences of involvement of groups and individuals have proved a useful strategy to solve problematic situations in poor communities. ABCD approach has

influenced programs and policies that result in better t quality of lives in communities (Mathie and Cunningham, 2003).

2.7.2.2 Community Driven Development (CDD)

The Community Driven Development (CDD) approach refers to fact that ‘the community gets together and creates a village development plan on the basis of which it exercises choice and selects a sub-project which could be a health center, a school, a rural road, or a hand pump. The community implements the sub-project using external funds. In this model the community is also required to contribute in the form of labor or cash usually. NGOs or local governments or independent units outside the government work as facilitators for the whole process and also provide training which is financed through external resources.’ (OECD, 2005 p. 174).

CDD is one of the most important approaches in community development sector. Participation of communities for their own development empowers poor people. International aid agencies have been advocating and supporting NGOs with CDD approach in order to improve the service delivery systems and decentralized participatory programs (P. Van Domelen Dongier J. Ostrom, Wakeman et al. 2003). In fact, these programs are promoting level of participation through community driven approaches. , The scope of CDD in community development initiatives has proven a participatory instrument that is why practitioners emphasize that it should be practiced in community development programs run by the government and NGOs.

CDD is explained as a well-planned, long-term endeavor, integrated into the bigger picture, holistic in nature, inclusive, equitable, initiated and supported by community members for benefiting the community, and implemented in a way that leads to the best practice model (Flo and Anne, 1999). CDD approach promotes community ownership. CDD is viewed as a mechanism to support local community groups in the delivery of local goods and services, promote citizen participation and empowerment, and enhance local governance and local institution building (Van Domelen Dongier Ostrom, Wakeman et al. 2003). CDD comprehends a wide range of community development initiatives including micro credit and saving schemes, social investment funds, community capacity building projects, community-based natural resource management schemes, community based disaster risk management, group-based poverty reduction programs and social safety net-targeting initiatives (Babken, 2005).

2.7.2.3 Community Centered Development Approach (CCDA)

CCDA (Community Centered Development Approach Communities) strongly believes in creativity and abilities of members of a community and supposes that it has vision and can initiate activities by themselves to achieve that vision (Rule and Kyle, 2008). In the context of CCDA communities have capacities to take action by applying appropriate technologies, methods and tools to respond to their actual needs (Rule and Kyle, 2008). Certainly, communities have adequate knowledge of their surroundings (problems, cultural, natural, historical, etc.) and available resources that are stored and accumulated within the communities (UNEP, 2003).

Furthermore, CCDA concentrates on available resources and knowledge that can be used as an instrument to take a holistic approach to address the community needs to eliminate poverty, ensure environmental sustainability, human development and integrated environmental management (Rosenwasser and Stephen, 2009). In CCDA the community works with all related partners under shared commitment by combining their willingness to work in partnership with actors and technical expertise within and from outside communities (UNEP, 2003).

2.7.2.4 Community Empowerment Approach (CEA)

The concept of community empowerment approach focuses on improved resource provision of the most disadvantaged areas and enables community influence through deciding and performing together (Dave, 2010). Community participation and empowerment have become more vital and yet more overtly problematic than ever in the current global context and there has been increasing emphasis upon the importance of alternative, grassroots level approaches of development that start from the empowerment of local communities (Craig and Mayo, 2004).

The term community empowerment highlights community led actions including need identification, audit of community issues, priority setting, course of action and capacity development of community members (Barrett, 2006). Community empowerment also refers to the empowerment of the powerless that could be achieved within the existing social order without removing any significant negative impact on power structures in the community, the powerless becomes empowered with shared development, along with those

who had already achieved powers (Craig and Mayo, 2004). The reflection of community empowerment is that the members of community-based organizations (CBOs) or community groups get involved in development process actively.

2.7.2.5 Community Engagement Approach (CEA)

Ahmed and Palemo (2010 p. 98) define the term community engagement (CE) as ‘a process of inclusive participation that supports mutual respect of values, strategies, and actions with authentic partnership of people affiliated with or self-identified by geographic proximity, special interest, or similar situations to address issues affecting the well-being of the subjected community’. In comparison with government agencies, it has been NGOs that have positively influenced the poor people, in rural as well as urban areas.

Community engagement process enables communities to utilize their abilities optimally and combining their technical expertise through getting involved in development initiatives (Paul and Ilona, 2010).

2.7.2.6 Community Partnership Approach (CPA)

Community partnership (CP) is variously conceptualized as an approach of community involvement. It refers to community collaboration, community empowerment and participatory community development (Sanders, 2001). Irrespective of its definition the concept of community partnership is observed as beneficial approach for youths, neighborhood, poor and disadvantaged communities (Sapna, 2006).

Community partnerships have a variety of types that differ in scope, focus, area and content (Rule and Kyle, 2008). The ideology of community partnership includes activities of physical and financial resource sharing, supervision and monitoring and capacity building of communities (Sanders, 2001). Community partnership remains an effective method particularly in shelter, physical infrastructure development and livelihood sectors, benefiting both the NGOs and beneficiary communities (Geerhardt, 2010).

2.7.2.7 Community Mobilization Approach (CMA)

The term community mobilization (CM) is used interchangeably with community empowerment, participation, collectivization, engagement and community participatory development (Roseland, 2000). Thus, it wholly depends on levels of involvement of marginalized communities where each level includes different types of activities, and the effectiveness and significance of each level varies (Paul and Ilona, 2010). Community mobilization approach advocates enhancement of skills of individuals and groups. The community mobilization is also called ‘social mobilization’ and it is a process that is used for community group formation and strengthening to achieve mutual goal. The approach is also useful for collective actions in community.

Social mobilization ensures collective efficacy in any campaign (Atkinson and Willis, 2005). The long-term success in community development projects is based on participation of individuals; to overcome destabilization during the entire process social mobilization is proved as an instrument to handle rapid and extensive changes in communities (Payne and Williams, 2008).

Communities generally believe that with an NGO intervention all their problems will be resolved, that is in reality difficult task. Social mobilization approach plays a vital role in maintaining state of participation and bonding NGO-community relationship. .

2.8. Communication

2.8.1. Significance of Communication

Communication is all about human interaction. Communication is the process of creating understanding between the originator of a concept and the receiver (Angus, Sally et al. 1993). The human interaction is a rich blend of facial, language, body movement, and symbols (Winston, 2008). The most valuable asset in any organization is human resource that being a social animal need to communicate with each other. People work individually and collectively to meet objectives of sustainable competitive advantages (Armstrong, 2001).

Schultz and Mogens (2000) emphasis that four elements are most important in communication within the organizations: message, constituencies, organization itself and constituency responses. The functionality of organizations depends on communication, they suffer when communication is diminished; and they become effective when communication flow prevails properly. Communication plays a pivotal role when it works thoroughly, accurate, and timely (Ellen, 2001). In fact communication works for those who work for it.

Evidently, skills transform people from theory and knowledge to action. Communication skills enhance the performance of physical or mental aspect of human beings. For being

skilled one needs to undertake tasks in a competent way. Furthermore, skills are learned and practiced through engagement. In fact skilled human resource performs better than unskilled. With respect to skill enhancement five areas are significant: 1) facilitations, communication and team-building; 2) project planning and evaluations; 3) conflict resolutions and problem-solving; 4) project management and organizational design and development skills (Flo and Anne, 1999).

Concerning the ability of communication enables individuals to make use of information at their disposal rather than relying on sense that the people who have too little information. The information sharing is used differently in different situations and it demands actions instead statements of organizational officials. However, these are individuals who are sufficiently rational in pursuing one aim, and to target the main goal of their organizations (Six, 2007). In conventional organizations, the key information is shared and limited on only top level. The senior management decides or delegates responsibility, it allocates resources and controls the organization through a top-down communication approach (Scholes, 1998). Indeed, the most obvious factor that differentiates human beings from animals is the set of communication means and varieties in which they communicate.

Management scientists agree that the future dynamic organizations will focus on creating relationships and developing collective communication based on conversations inside organizations instead of transmitting messages through hierarchy. While highlighting organizations' communication plan Scholes, (1998) suggests approaches should be focused on producing an integrated model consisting of three essential components; 1) The

communication process, 2) The atmosphere for communication, 3) The communication methods. Communication is one of the vital management functions in any organization. Communication is the process in which employees share thoughts, feelings, wants, wishes and needs and its evaluation is not always natural as it happens through human interaction (Angus, Sally et al. 1993).

Communication is considered one of the most important skills of human beings and makes them much more developed than those of any other creatures of the world (Armstrong 2001). The majority of human beings are agreed to be relatively poor transmitters of ideas (Turbull and Dilys Parkinson, 2010). Several studies have been conducted that indicate, managers and employees identify lack of communication as a widespread problem in their organizations (Ellen, 2001).

2.9 Role of NGOs (Non-Governmental Organization)

2.9.1 Non-Government Organizations (NGOs) as key players in development sector

The organizational life is based on construction of personnel and group; its seamless web of relationships among human actors, technological artifacts and material (Grint, 2005). The Non-Governmental Organizations (NGOs) are groups of citizens who are engaged in collective actions on self-help basis or working on advocating any particular issue inside and outside the aegis of state (David and Wayne, 2003). Yetude (2009 p.82) (1994) defines NGOs as civil society and further describes them as “an intermediate associational realm between state and family populated by organizations which are separate from the state,

enjoy autonomy in relation to the state and are formed voluntarily by members of society to protect or extend their interests or values”.

Most of the NGOs are working in the fields of humanitarian relief, engage in cooperation, peace building, development, human rights and environment issues (Arno, 2010). The debate still exists either NGOs are agenda setters or followers for the donor organizations and to measure their performance is the critical issue (Bano, 2008).

Carew (2010) outlines NGOs or civil society organizations as two types-one based on service delivery and the other one advocacy focused. Several projects are implemented by NGOs for the sake of community development often with some core services and they also lead advocacy related initiatives to influence public decision-making in the country (Eade, 2002). While few NGOs focus to pursue a combination of both types of activities, maintaining the balance is difficult with both segments at the same time (Samaun, 2006).

The difference among NGOs can be seen in the developed and developing countries. NGOs of developed countries prefer to work for advocacy, while in developing countries the NGOs are playing active part to provide services to communities. NGOs are shaped by their people and surroundings groups which they work with. These members conduct activities as per their need and understanding of circumstances and they follow personalities who lead organizations. NGOs' workers are convinced by various combinations of self-interest, sacrifice, compassion and vanity and the same impact can

also be seen in communities. Ultimately what is important is the smooth flow of communication within and outside the organizations.

Mostly people who work for NGOs either as paid employees or volunteers desire to increase the participation of deprived communities and contribute to reduce poverty in rural areas (Anthony, 2005). Jessica (2008) mentions that social science literature largely focuses on NGOs' networking and linkages components. When working mechanism of government in rendering social services is compared with NGOs, then NGOs would be found more organized and cost effective (Nahan, 2003). NGOs work on their mission specifically with clear objectives and forecasted budget through well planned activities and their professional staff is well trained and can differentiate responsibilities with communities (Hilhorst, 2003).

Few decades earlier, NGOs were working informally but with the passage of time they have emerged as professional and systemic organizations and now they concentrate on organizational management as their key function to develop and operate their activities effectively. In organizational management the working structure is linked with the way and hierarchy of the organizations in which the best results can be obtained from members who work within that structure (Michael, 2001). In order to strengthen organizational management NGOs started forming CBOs (Community Based Organizations). However, Peter (2010) pointed out the exception that arises when a community-based organization (CBO) is works as a stakeholder. Public sector organizations, consultancy firms and to

some extent private companies are also interconnected to a variety of non-governmental organizations (Steven, 2001).

Non-governmental organizations and actors are found on local context, national, regional or global levels. Evidences show that the NGO sector plays a progressive part in stimulating international conventions, making policies, drafting treaties, monitoring, implementation and providing scientific information regarding human development programs (Ieva, 2011).

2.9.2 Role of NGOs in Community Development Sector

Ruhul (2009) mentions during 1950's and 1970's, the meaning of word 'development' was economic growth and increase in the production but at present it reflects development of society as whole. Development is a key agenda of NGOs working all over the world and the emergence of this sector is considered a significant phenomenon from the standpoint of sustainable development (David and Wayne, 2003). NGOs have successfully got attention by playing an exclusive and socially desired role. In addition, as explained NGOs make their efforts to develop communities through mobilizing groups particularly in rural villages (Vidhu, 2002).

It is very complicated to comprehend the role of NGOs as it varies from country to country and region to region (Varun and Julia, 2005). NGOs diverge widely on the basis of activity, size, function (social movements, service providers, networks, or apex organizations), relationships to donors, religious orientation, organizational sophistication, and other factors (Varun and Julia, 2005).

Brinkerhoff (2003) highlights that community associations include men, women, youth, disabled, and adolescent girls groups. NGOs form community groups then shape them into community organizations, further train them to perform activities in their communities. In some areas community groups receive seed money for development activities through NGOs who also provide relevant technical assistance for utilizing these funds appropriately and assist in managing funds by maintaining a bank account on their behalf (David and Wayne, 2003). NGOs typically assist community groups in rural areas to design its activity plan, and the plan is group-driven (Brinkerhoff, 2003).

Amy (2000) further comments that community mobilization work provides opportunities and makes community comfortable so that the NGOs can discuss education, poverty and health-related issues openly. It is also viewed that in some instances community groups require members or contributors in their villages to contribute their own resources in order to run community development projects. NGOs also recruit professional staff and facilitate community volunteers. During implementation of development projects women community groups also play their part in their respective villages to take responsibility for simple health tasks, such as supply information sharing and pill distribution among women beneficiaries (Bano, 2008).

Moreover, Bano (2008) mentions mostly women are identified and mobilized to form community groups in reproductive health projects, where they provide their services on volunteer basis. She further discusses in dealing with their health tasks, the community volunteers provide data for regular health services, keep records and present these to the

NGOs who later formalize the data into reports for health facilities and project updates. NGOs name such kind of relationships as community participations and this flow of information sharing from both sides play a vital role (David and Wayne, 2003).

Presently, role of NGOs in addressing youth issues cannot be denied. Youth-focused NGOs adopt non-violent tactics and bring youngsters out of streets, it proved crucial in undermining the aggressive regimes in countries like Georgia, Ukraine and Serbia (Taras, 2006). David (2010) cites that in Bangladesh extensive and increasing high profile community of NGOs receives considerable attention from both policy makers and researchers. Since the country came into being in 1971, lots of NGOs have evolved and few of them are the largest ones and best-known development organizations in the world—such as BRAC, and the Grameen Bank (David, 2010). Universally these organizations are perceived as trend setters for other NGOs.

Thousands of smaller and lesser known NGOs and groups are working in a diverse range of community development fields that include employment generation, social services, environment and human rights (Ruhul, 2009). Generally NGOs perform their role with the support of government and international aid agencies (David, 2010). Few NGOs have established their sources of income through business models, telecommunication companies, industries, agricultural forming, banks, universities and entrepreneurs to generate their own funding in Bangladesh (David, 2010). The NGO sector is actively involved in providing community services on grass root level, with national and local level organizations, and also engages in lobbying and mobilizing communities. Robert (2002)

reported that about 15000 NGOs from developed and developing states have endorsed a protest declaration on anti-WTO that was circulated online in 1999. In several countries NGOs are playing their part to encourage masses for political participation through provision of resources and opportunities for association (Keith, 2002).

The factor of encouragement of people helps to raise awareness of shared problems in the community and enhance political participation so that they discuss political issues widely. NGOs facilitate and tackle problems with policies or protocols and programs in systemized way at lower and higher levels (White, 1994). In broader political context NGOs have influenced on the state to ensure citizens' participation in the political system (Carew, 2010). Moreover, NGOs can strengthen political participation in democracies with well-functioning electoral mechanisms.

2.9.3 Regulatory system for NGOs

The regulation system for civil society organizations is the most important aspect to control and monitor NGOs in any country. The traditional regulation model desires to control and dictate NGOs (Burger, 2012). The regulation mechanism is brought in to practice for supervising and monitoring the activities of NGOs. Through the regulation system NGOs are registered, supervised, facilitated, monitored, trained and audited accordingly (Regulation, 2012). Hence, the regulatory system provides a road map to ensure transparency in NGOs (Verma, 2002).

Experience show that proper assessment and transparency of foreign funding for NGOs can be maintained through the regulatory system (Nahan, 2003). The charter that is submitted to the regulatory authority by civil society organizations include brief introduction of organizations, outline aims, objectives, scope of activities, mission statement and working sectors. Each registered organization is legally bound to follow what it mentioned in their charter and the government is responsible to ensure this check and balance (Verma, 2002).

2.9.4 Role of NGOs in Malaysia

Malaysian civil society includes both universalistic and particularistic (particularly religious and secular) organizations and both play a significant part in the country's development (Lee, 2010). Both types of organizations are working for service-delivery, advocacy and policy formation at national and international level. Most importantly, advocacy organizations-have grassroots links. Due to limitations to democracy in Malaysia, civil society is best conceptualized as a part of a broad oppositional space rather than as a clearly distinct realm (David and Wayne, 2003 p.158).

As noted, NGOs have become increasingly active in Malaysia and there are now about 100 such advocacy groups (Amy, 2000). The government seeks to co-operate with NGOs by filling the available space in civil society with state-sponsored institutions in order to preempt the entry of citizens into the civic realm (Vidhu, 2002 p.21). Within a co-operative policy environment, the government of Malaysia seeks to regulate independent and semi-independent NGO initiatives by adopting legislation that requires these organizations to

take prior approval for all their projects as well as putting legislation that will limit access to public information and human rights (Verma, 2002).

Nahan (2003) reported US based Foundations/organizations funded 59 grants valuing more than US\$4.93 million for the sake of community development projects in Malaysia. During the evaluation of these projects, a positive impact was seen and NGOs vividly played a significant part in service delivery, lobbying and environment issues in Malaysia through the aid (Nahan, 2003).

‘Despite varieties in background, organization, outlook and practice; most of the NGOs in Malaysia have specific objectives and concerns about the individualistic emphasis inherent in liberal democratic ideology’ (Lee, 2010 p.114). Organizations like SUARAM, National Human Rights Society, Human Rights Watch and Amnesty International developed communities to monitor rights violations in Malaysia (Vidhu, 2002). Women’s organizations including All Women’s Action Society Malaysia (AWAM), Women’s Aid Organization (WAO) and Women’s Crisis Center (WCC) in Penang have expanded the breadth and scope of women’s rights by setting up research centers, day – care centers, community – based clinics, legal services, and socioeconomic projects in remote areas of the county (Verma, 2002).

Notably these NGOs are part of the larger activist group of women’s organizations like Sisters in Islam (SIS) that have been working for legislation on women rights since 1980 (Verma, 2002). Few NGOs have taken up the issue of migrant rights to a limited degree and

are concerned primarily with providing shelter and advocating their rights in press releases and at conferences (Amy, 2000).

FRHAM is among the oldest leading organizations working for voluntary family planning and reproductive health in Malaysia and being a service-oriented organization. Sexual and reproductive health is one of the most important areas for serving communities in Malaysia. FRHAM and the State Member Associations established several community services (FRHAM, 2012). They are conducting educational activities to promote optimal health of women, men, and young people. Malaysian Human Rights Charter was drafted by SUARAM and signed by a number of NGOs, 'in interpretation it seems like international human rights charters' (Amy, 2000).

NGOs have flourished and played an increasing role in public policy in Malaysia. Their increasing work on advocacy in policy and media circle has led to notable success i.e. setting up the Human Rights Commission and Domestic Violence Act (Amy, 2000). The ongoing participation of NGOs in consumer protection, economic and social development, environmental protection women and human rights has enabled them to operate effectively and communicate with the government, media and other institutions (Verma, 2002).

NGOs are well aware of the government resistance on particular issues like ethnicity, women rights and democracy; they tackle this resistance gently (Amy, 2000). Figures show that 30 leading NGOs of Malaysia got funding through 15 US based Foundations and the

funding mainly focused on capacity-building, campaigning, research, training, environmentalism, population, fisheries development, women rights, HIVAIDS, education, consumer activism, health, welfare initiatives and services provision (Nahan, 2003).

Nalini (2002) states that the government and several NGOs are involved in community forestry but there is no clear division of responsibilities or roles among them. Hence there is a need to enhance the coordination mechanism between NGOs and the government. Several organizations are striving to conduct conflict resolution activities having the mission of peace building and religious harmony in Malaysia (Nalini, 2002). Vidhu (2002 p.87) adds the NGO-Government relationship is characterized by collaboration on issues such as welfare, environment, women, child development and youth.

The government of Malaysia has involved organizations such as the National Council of Women's Organizations, the Federation of Malaysian Consumers Association, the United Chinese Schools committees Association, and other NGOs to participate in consultation on development of public policy regarding community affairs, women welfare issues, peace and harmony (Nalini, 2002). Organizations like Malaysian AIDS Council, the World Wide Fund Nature for Malaysia and the Malaysian Nature Society (MNS), collaborate and have better liaisons with the government (Vidhu, 2002 p.76).

FRHAM is one among the organizations in Malaysia which is working with a great vision and has developed an operational plan for future intervention. Operations of FRHAM are based on strategic plan and framework: FFPAM Strategic Plan towards Vision 2020. The

plan is in consonance with IPPF Strategic Framework 2005-2015. The Strategic Framework focuses on 5A's concept: Adolescents, Access, Advocacy, AIDS/HIV and Abortion. The implementation of activities is reinforced by Support Strategies. The 'basic aim is to ensure financial sustainability, human resources capability, accountability in all aspects of work and networking enhancement' (FRHAM 2013).

The government of Malaysia allows international organizations to work in the country. However, most significantly; UNICEF, UNISCO, WHO, Action Aid, Amnesty International and IPPF (International Planned Parental Federation) are playing their active part in the country. Few Malaysian organizations are also working at international level including Mercy Malaysia and Asian-Pacific Resource & Research Centre for Women – ARROW. Organizations like Asian Strategy and Leadership Institute– ASLI, Asian Institute for Development Communication– Aidcom, Institute of Strategic and International Studies (ISIS), Malaysian Trade Union Congress (MTUC) and Global Peace Mission have emerged as think tank and play an important role in intellectual and constructive thinking for development.

Table 2.2 provides statistical information regarding registered organizations with the Ministry of Home Affairs, Government of Malaysia. The total figure of registered NGOs is 47147.

Sector wise registered organizations are - general welfare; 8261, religious organizations; 8565, organizations working for young people; 2961, common benefits NGOs; 2076, social

services; 8146, cultural organizations; 2160, other health and advocacy organization; 22, job oriented and poverty alleviation organizations; 1377, educational NGOs; 450, trade organizations; 3670, political awareness and lobbying organizations; 37, social and recreational organizations; 6552, NGOs working for sports and youth affairs; 2352, women activists groups and rights organizations; 518.

Referring the table 2.2 most of the organizations are working for religious affairs followed by general welfare. The number of the religious organizations is higher because the Mosque committees, Church bodies and those committees which are formed to take care and manage the affairs of Temples, Mosques, Gordwaras and Manders are registered with Ministry of Home Affairs Government of Malaysia.

Table 2.2: List of registered NGOs in Malaysia

Statistical Information JPPM - [Master]																	
	Year: 2011		Month: January														
Bills	Category Organization	Johor	Orissa	Manitoba	Malacca	N Nine	Pahang	Penang	Silver	Perlis	Selangor	T'ganu	Sabah	Sarawak	Kuala Lumpur	Total	%
1	AM	645	601	193	530	396	329	823	1,163	60	1,922	78	167	241	1,113	8,261	18%
2	Religion	2,055	333	55	300	334	242	1,164	1,267	40	1,398	42	212	321	802	8,565	18%
3	Young	419	217	177	99	201	442	106	564	0	224	154	256	21	81	2,961	6%
4	Common Benefits	227	357	18	144	152	187	103	428	39	185	84	42	34	76	2,076	4%
5	Social Welfare	1,126	411	272	306	409	455	816	791	63	1,080	203	438	710	1,066	8,146	17%
6	Culture	262	118	86	126	74	131	168	212	17	225	39	133	263	306	2,160	5%
7	Other	0	0	0	0	0	0	0	0	0	22	0	0	0	0	22	0%
8	Job	124	10	99	15	34	52	54	36	10	302	44	32	124	441	1,377	3%
9	Education	28	12	32	9	9	39	26	34	1	129	10	16	24	81	450	1%
10	Trade	491	187	83	118	105	176	262	387	23	502	84	306	328	618	3,670	8%
11	Political	4	0	2	0	0	0	1	0	0	7	0	7	6	10	37	0%
12	Social and Recreation	787	153	145	221	239	497	314	836	73	1,043	210	418	543	1,073	6,552	14%
13	Sports	185	184	74	218	52	87	87	410	11	221	52	250	264	257	2,352	5%
14	Woman	42	40	23	20	24	20	17	46	4	83	13	51	38	97	518	1%
	Total	6,395	2,623	1,259	2,106	2,029	2,657	3,941	6,174	341	7,343	1,013	2,328	2,917	6,021	47147	
	Percentage	14%	6%	3%	4%	4%	6%	8%	13%	1%	16%	2%	5%	6%	13%		

Source: Source: Ministry of Home Affaires Government of Malaysia

2.9.5 NGO Regulation system in Malaysia

As per the Regulation system of the Government of Malaysia, NGOs may be established as societies/associations on collective platform or charitable corporations and NGOs are registered under Companies Commission with the Registrar of Societies (Nicolás, 2009).

As per government regulations NGOs are service organizations for disaster relief, economic development, consumer protection, youth group, welfare and support of disabled persons, advocacy and lobbying groups, women, environment, humanitarian aid, think tank, policy institutions, specialized health and education; in addition the registration of all NGOs working in Malaysia is mandatory (Malaysia, 2012).

The organizations as societies are registered with the department of Registry of Societies, Ministry of Home Affairs Government of Malaysia under Societies Act 1966 and Societies Regulation 1984 (Malaysia, 2012). However, concern regulatory department has its prime responsibility to control and supervise activities of NGOs. In 1998 numerous amendments have been made in the Act (the Societies (Amendment) Act, 1998); at present the amended regulatory act is effective till the current date (Nicolas, 2009).

The Companies Commission of Malaysia is responsible to register, control and supervise activities of NGOs that are registered under Companies Act 1965 as charitable corporations (Malaysia, 2012). Each registered organization is formally bound to maintain proper documentation and follow the bylaws strictly. In order to ensure transparency, NGOs are required to submit annual financial statement or financial position and annual activity progress report to pursue the accountability under Section 14 of the Societies Act and all accounts are subject to be audited by certified auditors (Nicolas, 2009). Under the income tax Act NGOs receive tax exemptions once they meet the defined criteria and it also limits

them from trade or business; formal approval is mandatory for public fund raising activities from the Minister of Domestic Trade & Consumer Affairs (Malaysia, 2012).

2.9.6 Role of NGOs in Pakistan

Pakistan is suffering from several problems among which poverty is a major issue since 37% of the population lives below the poverty line (Pakistan, 2012). Addressing the core issues of health problems, illiteracy, poverty, conflicts and disasters; the government alone is unable to face these issues (P. Van Domelen Dongier J. Ostrom, Wakeman et al. 2003). NGOs have gained attention in Pakistan due to their contribution in community development programs. NGOs are also known as NPOs (Not for profit organizations) in Pakistan.

The proper definition of NGOs is not explained in government regulations, moreover, NGOs are referred to as voluntarily associations, societies, village level organizations, religious bodies, and youth associations. Think tanks, right based organizations and professional organizations working for the betterment of societies are also considered as NGOs (Regulation 2012).

Voluntary and welfare organizations are working on a small level as community groups or community based organizations to resolve community issues at local level for specific purposes in the country (P. Van Domelen Dongier J. Ostrom, Wakeman et al. 2003). NGOs are registered under society act and established to run their projects on health, poverty, education and other social services initiatives with the support of donor organizations.

During the period 1980s to 1990s right based organizations became more prominent (PCP, 2012).

Diversity and vibrancy can be seen in the NGO sector in Pakistan and the sector is growing day by day. Due to the services rendered by NGOs, their contribution in community development sector and improving the life of people, the government recognizes their services and that of many community based organizations, formal and informal networks of NGOs (Regulation, 2012). More recently the number of registered non-governmental organizations is in thousands, they are making worthwhile contribution and fulfilling the community development needs particularly in rural areas (Salim, Sadruddin et al. 2011). NGOs have played a vital role during disasters; earthquake in 2002 and super flood in Sindh, Baluchistan and Punjab in 2010; close coordination mechanism among the government, local, national, and international relief organizations was found during these emergencies (Ahmed, 2012).

Charitable-related services, community centers, food distribution, provision of ambulance services and small welfare projects are run by NGOs. Several NGOs concentrate on advocacy and lobbying, particularly for issues related to women, labor, farmer and human rights in the country (Salim, Sadruddin et al. 2011). Various organizations are working as think tank groups including Institute for Science and International Security (ISIS), Islamabad Policy Research Institute (IPRI) and SDPI (Sustainable Development & Policy Institute) (Shireen, 1998).

The socioeconomic infrastructure in rural areas of Pakistan is miserable. Clinics, HIV/AIDS-related services, schools, hospitals, orphanages, child development centers, poverty alleviation schemes, micro-credit, saving schemes, social mobilization projects are run by NGOs and few organizations are also focusing on human and institutional development (Shela and Carole, 2011).

Pakistan is a religious state in which NGOs are working independently to serve communities. Even some religious and political organizations like Khidmat-e-Khalq Foundation by Muhatida Qoumi Movement, Al-Khidmat Welfare Society by Jamat-e-Islami, Al-Mustafa Welfare Trust by Nizam-e-Mustafa Party Pakistan, Shoukat Khanam Memorial Trust by the head of Tehrik e Inshaf Party, Dawat-e-Islami runs Silani Welfare Trust etc (Candland, 2000) are running social service associations.

Since 1990s many international organizations are also engaged in community development sector including UNDP, ILO, WHO, UNICEF, UNESCO, Action Aid, DFID, Save the Children, IUCN, USAID, Oxfam GB, Population Council, Packard Foundation, Aga Khan Foundation in Pakistan (PCP, 2012). Pakistan Center of Philonthropy (PCP) maintains the data base of national and international NGOs, working in Pakistan to overcome the duplication and reduce wastage of resources and the center also documents NGOs' profile, collect complet information and their working progress (Shela and Carole, 2011).

The key acchievement of the government in order to regulate the NGO sector was development and implementation of NGOs' code of conduct in 2007 by Pakistan Center of

Philanthropy (PCP) for civil society organizations of Pakistan. In addition the government introduced management audit and delivered comprehensive training programs to NGOs for adopting these management standards (Regulation, 2012). Several international programs are also engaged in building the capacity of NGOs in Pakistan with respect particularly to CSOs' regulatory system.

The government is responsible to provide health facilities to people but this does not happen in reality due to poor quality and inadequate infrastructure of health services and poorly trained staff (Jafarey, 2008). However, NGOs are playing significant role to fill gaps in health sector and NGOs such as Health and Nutrition Development Society (HANDS), Aga Khan Health Services, Health Education Literacy Project (HELP), Health Oriented Preventive Education (HOPE) and Marie Stopes Society are the major organizations running health projects.

The government of Pakistan has also signed EFA (Education For All) treaty but the situation seems not promising even in the in education sector. However, The Citizens Foundation (TCF), Sindh Education Foundation (SEF), Indus Resource Center (IRC), Idara-e- Taleem-o-Aghai (ITA) and Health and Nutrition Development Society (HANDS) are supporting the government to increase literacy and enrollment in schools in the country. Right-based organizations such as Pakistan Institute of Labor Education and Research (PILER), Aurat Foundation (AF), Shirkat Gah and Pakistan Fisher-folk Forum (PFF) are executing their advocacy related projects.

Community mobilization and poverty alleviation are two important segments. Organizations such as Pakistan Poverty Alleviation Fund (PPAF), National Rural Support Program (NRSP), Orangi Pilot Project (OPP), Sungi Foundation, Sindh Graduates Association (SGA), Thardeep Rrural Development Program (TRDP), Institute of Development Studies and Practices, Sindh Agricultural and Forestry Workers Coordinating Organization (SAFWCO), Agha Khan Rural Support Program (AKRSP) and Al Mehran Rural Development Organization (AMRDO) are working on social mobilization and poverty alleviation sectors.

Charitable organizations have also immense importance, organizations including Chheepa Welfare Trust, Eidhi Foundation, Ansar Burni Welfare Society Foundation, Sailani Trust and many other organizations are implementing their charitable programs. There are some NGO networks that are performing actively including Human Resource Development Network (HRDN), Rural Support Programs Network (RSPN) and Karachi Rural Network (KRN).

The community services provided by NGOs are more extensive and focus more on the rural rather than the urban areas. The role of NGOs in remote and underprivileged areas of Pakistan is enormous (Salim, Sadruddin et al. 2011).

Table 2.3 represents the provincial-wise registered organizations in Pakistan that consists of 33168 organizations in Punjab, and 16891, 3033, 3,127 in Sindh, Khayber Pakhtoon

Khwah and Balouchistan respectively. Table 2.3 shows the total number of registered organizations in Pakistan is 56,219.

Table 2.3: NGOs registered in Pakistan

S/#	Province Name	# of NGOs
01	Punjab	33,168
02	Sindh	16,891
03	Khayber Pakhtoon Khwah	3,033
04	Balouchistan	3,127
	Total	56,219

Source: Ministry of Economics government of Pakistan Report, 2010 p. 79

Table 2.4 illustrates sector-wise the percentage of registered organizations in Pakistan. The figures show that the NGOs working in the education sector make up 46.0%, Advocacy 17.5%, Health 6.1% and others 30.4%.

Table 2.4: Sector-wise registered NGOs in Pakistan

S/#	Sector	%
01.	Education	46.0%
02.	Advocacy	17.5%
03.	Health	6.1%
04.	Others	30.4%

Source: Report on NGOs of Pakistan by PCP, 2012 p. 27

2.9.7 NGOs Regulation System in Pakistan

With respect to NGOs regulation, federal and provincial level authority systems exist in Pakistan. The state provides the process, framework, and policy mechanisms for the NGO sector. The legal framework to regulate NGO sector remains complex and several laws exist in which NGOs or NPOs can be registered. Despite in actual means the right for free association is limited but guaranteed by the constitution of Pakistan (Regulation, 2012).

The founders of NGOs can choose any primary activity to register their organizations. Voluntarily social welfare associations may be registered and controlled by ‘Voluntary Social Welfare Agencies Registration and Control Ordinance 1961’ (Regulation, 2012). NGOs or NPO are regulated under ‘The Societies Registration Act, 1860’. When community members voluntarily join together to work for the fulfillment of community needs in specific areas they can be registered and facilitated under ‘The Cooperative Society Act, 1925’ (Regulation, 2012).

NGOs which work at national level to promote useful objects are regulated and monitored by ‘The Companies Ordinance, 1984’ (Section 42) and Charitable trusts are registered under ‘The Trust Act, 1882’ (Regulation, 2012). Furthermore, an amendment was made in local government ordinance for provision of the right to people so that they can make grass root or village level citizen organizations which work with local-government under the regulation ‘Local Government Act 2000 Citizen Community Board (CCB)’ (NRB, 2012).

The majority of NGOs (65.4%) are registered under Society Registration Act and the rest are registered under other acts, and in accordance with Income Tax Ordinance, only 2004 PCP certified NGOs receive tax exemptions but they need to meet the defined eligibility criteria (PCP, 2012).

International NGOs are required to submit necessary documentation and plan of action at the Economic Affairs Division and Central Board of Revenue respectively, then the concerned department proceeds with invited comments from the Ministry of Law, Ministry of Finance and any other relevant ministries (such as the Ministry of Education or Health) to allow them formally to intervene in the country (PCP, 2012). International NGOs are required to register and must have an agreement or MoU (Memorandum of Understanding) with the Economic Affairs Division before initiating their programs in the country (Regulation, 2012).

NGOs are required to maintain the documentation and follow the rules and regulations defined by concerned departments. Each NGO registered under any regulatory law has to prepare and submit annual reports, containing progress of the previous year and plan for the next year with annual audit report conducted by any certified auditor and submitted to the respective department (Salim, Sadruddin et al. 2011).

PCP is making its efforts to streamline NGOs work in Pakistan and “The Pakistan Center of Philanthropy” (PCP) also plays the role to bridge all three sectors of society (business, civil society and government) and that they work in a strengthened partnership for the

social development in Pakistan. The mission of the center is to increase the volume and effectiveness of philanthropy for social development in the country” (PCP, 2012). PCP partially guides while respective government departments directly monitor NGOs’ activities in Pakistan. Generally funding and donor agencies provide guidelines regarding operations and scope of activities to NGOs in their supported projects and they also perform quality control audits (Salim, Sadruddin et al. 2011).

2.10 Communication System in NGOs

Robert (2002) cites that connections of networks are perceived as key sources behind globalization. The main purpose of communication in NGOs is to provide the required information to employees for carrying out the project activities of their respective organizations and to encourage communities so that they can participate in activities.

At present the working environment in NGOs is rapidly changing. NGOs need to quickly identify the issues in sending and receiving information that is strategically relevant and accurate (Cem and Halil, 2010). Trust is related to accurate exchange of information. The higher levels of trust in NGOs reflect more communication between people, organizations and communities they are involved in (Mohammad and Charles, 2004).

Top management of any NGO should take communication as its strategic agenda within and outside the organization. Proper communication with employees and communities contribute in increasing a high level of participation and leads to better organizational performance (Scholes, 1998). Communication is vital for organizational transparency and

accountability across a range of employees' behavioral issues (Donna, Sonia et al. 2008). Effective communication becomes a challenge. In fact, communication ensures community participation. Social scientists have the same opinion i.e. that participation of employees in organizational decisions increase involvement which supports smooth and transparent management of projects (Connie and Michael, 2010).

Ellen (2001) highlighted the formal information flow in any organization moves via downward - upward or horizontal mechanism. Performance feedback, delivery of plans, work delegation and conduction of trainings are downward (Ellen, 2001). Upward communications addresses complaints, grievances, performance and requests for support (Ellen, 2001). Coordination in order to assign tasks assignment is called horizontal communications (Ellen, 2001). The composition or structure of an organization enables, creates and persuades formal communication within the organization and also with it's stakeholder.

Furthermore, vertical communication refers to the chain of command. Interaction and teamwork illustrate horizontal efforts to communicate with each other. Community relations are e the spirit behind successful accomplishment of community development projects (Nitish, Vikas et al. 2005). Today, the importance of effective communication between employees and the community cannot be denied in any project run by NGOs.

The community development approach needs knowledge sharing on relevant areas at a broader level with information and data sharing with each other. Flo and Anne (1999) stress

for the sake of prevailing effective communication in any community development project, the team requires knowledge of;

- 1) The background of the community; (economic conditions and issues related to environment)
- 2) Nature of partnerships; community dynamics and group process (political linkages, vested interests and turf protection).
- 3) Team-building; decision making and problem-solving processes.
- 4) Project management; financial management and techniques to ensure community participation.
- 5) Training and skills enhancement techniques and opportunities;
- 6) Organizational development and structure (Project planning and design).
- 7) Communication skills to interact with colleagues and community members.

NGOs should constantly reinvent themselves in the community development sector. However, they need to develop and use effective communication system within the organization in order to let the community contribute in useful ways while letting the community own the project activities. A smooth communication system leads to the employees being more involved and motivated in the NGOs (Cem and Halil, 2010). Community development interventions require creating trust, identification of common

grounds and strong relationships. It has been learnt that there is no absolute or specific approach to apply communication skills in certain atmospheres.

Since communities and the nature of NGOs vary, a wide range of techniques has been developed by INGOs and UN subsidiaries for use in community development projects. NGO officials should use their skills to strengthen processes that are effective and responsive for particular situations in communities (Flo and Anne, 1999).

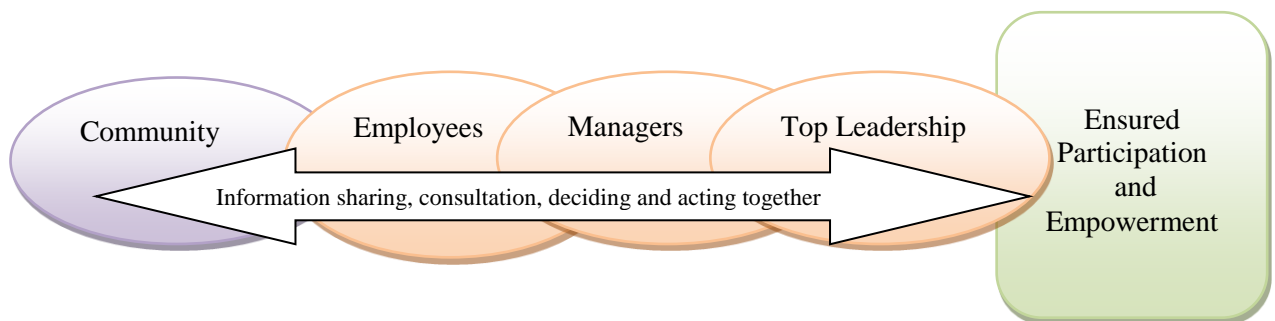


Figure: 2. 1 Flow of Communication in NGOs (Communication for Community participation) C4CP Model.

Source: Modified by Author on the basis of literature and combination of communication and community participation

Figure 2.1 illustrate the flow of communication and suggests that the communication should be prevailed to achieve the objective of ‘ensured participation and empowerment’. Moreover, the mechanism needs to be operationalized with information sharing, consultation, deciding and acting together.

Being effective agents for development, NGOs have a comparative advantage, because of their proximity to the grassroots, relative administrative simplicity, cost effective mode of operation, efficiency and ability to identify the needs of the people and effective flow of communication (Yetude, 2009). On the other hand, while the role of networking is well established in community work, many people in communities are not interested in, or unable to comprehend the importance of the rural development work. Lack of ownership in community development projects is one of the problematic issues that NGOs face.

2.11 Summary

Literature shows that several research studies have been conducted on community development, community participation, and organizational effectiveness in NGOs. Literature review shows that communication and community participation are interlinked with each other in the community development sector.

The literature review explained and described key role of NGOs' in both countries (Pakistan and Malaysia). Chapter two focuses on communication and participation mechanism with regards to NGOs' working systems, problems and issues faced by communities and the approaches of community participation.

Chapter three will discuss the profile of selected NGOs.

CHAPTER THREE

PROFILE OF SELECTED NGOs

3.0 Introduction

This chapter discusses the profile of the two selected NGOs. Before discussing the profile of these NGOs the state of reproductive health in both countries is briefly described. This chapter includes the history, legal status, working structure, programs, departments and working sectors of the two selected organizations. The detail of projects and donor agencies will also be provided. Common characteristics of both NGOs are also highlighted.

3.1. State of reproductive health in Malaysia

Formerly the economy of Malaysia was dependent on the agrarian sector (Vokes, 2003). The country is now recognized as “one of the most successful cases of economic development in the Third World” (Mian, 1998). ‘Nevertheless, the country is considered relatively small but still facing problem of uneven development’ (Chee, 2007). ‘There are still communities that have been left behind by the rapid development process and urbanization, thus unable to enjoy the benefits of nation’s development and these communities are the marginal or peripheral’ (Mian, 1998 p. 48).

Research studies on various aspects of NGOs’ services have been conducted. Some of these studies which are relevant to the activities of the NGOs related to the reproductive health are discussed in this research.

Reproductive health science proves that pregnant women need multi-vitamin diet during their pregnancy period. The main source of carbohydrate is rice, and the source for protein, minerals and vitamins are fish, Chinese mustard and cabbage respectively (Zaman, 2010). A study conducted by Kind and Burger (2005) on nutritional measurements in rural areas of Malaysia revealed that less than half of the women (42.9%) have normal weight, 35.7% suffer from chronic energy deficiency (CED), 7.1% (one) are overweight, and 14.3% are obese. The report on nutrition insisted that the nutritional status of women needs to be improved since most of them have insufficient nutrient intake (Mian, 2008).

‘The accessibility and availability of hygienic food are problems for women, which is limiting their choice of varieties of food sources to meet their reproductive health needs so the pregnant women rely on government hospitals and clinics for their multi-vitamin tablets, antenatal check-ups and birth deliveries’ (Chee, 2007).

‘According to the 1st report of the National Cancer Registry: Cancer Incidence in Malaysia 2002, breast cancer is the most common cancer in females aged above 20 years in all ethnic groups. The disease accounted for 30.4% of newly diagnosed cancer cases in Malaysian women in 2002’ (FRHAM, 2013). ‘Cancer of the cervix uteri is the second most common cancer among women, comprising 12.0% of total female cancer. Lack of access to sexual and reproductive health services, especially in the area of preventive cancer screening, causes delay in timely diagnosis and treatment, and unnecessary suffering’ (FRHAM, 2013).

The life expectancy can increase through improving healthcare system of the country (Mian, 2007). It is essential to address the specific health needs so the people live longer and have healthier lives. In Malaysia young people from an early age require accurate and comprehensive information on reproductive health (FRHAM, 2013). There is a need to give them information on the reproductive and sexual health issues through imparting the reproductive health subject in secondary syllabus (Mian, 2008).

Several organizations are working on reproductive health in Malaysia and making their efforts to upgrade school curriculum to integrate sexual and reproductive health as a specific and compulsory topic. ‘Continuing neglect to provide young people comprehensive sexual and reproductive health education is having serious negative effects on their health and lives, unfortunately, young people often face the barriers of fear and stigma when accessing sexual and reproductive health information and services’ (FRHAM, 2012).

3.2 State of Reproductive Health in Pakistan

Reproductive health rights are defined as the right to legal birth control, safe abortion and access of good-quality reproductive health care including right to access and education in order to make informed and free reproductive choices (WHO, 2012). Reproductive health gives emphasis on maternal and child health issues, hence reproductive health rights are now taken as basic human rights (WHO, 2012).

When individuals reach sexual maturity, this stage is called adolescence (Khan, 2009). The sexual maturity period in life should be dealt carefully as adolescents feel and experience change in their emotional, social, and physical aspects of life (Salim, 2011). ‘In order to effectively deal with this transition, young people require information and a clear picture of their bodily changes to prevent them from physical problems, guilt, ambiguity, and confusion’ (Jafarey, Kamal et al. 2008). Therefore, at present reproductive health issues of young people is a growing concern and it is considered ‘a corner stone of health and major determinant of human social development in Pakistan’ (Kamal, 2008).

In Pakistan the youth make up 63% of the total population (UNDP, 2012). However, in this regard Pakistan is a country having the highest youth dividend that is estimated 103 million of adolescents who fall under the age of 25 years (Jafarey, Kamal et al. 2008). WHO (2012) reports that the proportion of female adolescents of age 10-14 and 15-19 is 9 million and 6.5 million respectively. It further states in Pakistan 61% of the population live in rural areas. Comparatively, people who are living in rural areas suffer more than those in urban due to the lack of facilities (Jafarey, Kamal et al. 2008). Due to increase in population because of lack of reproductive health services the country is suffering from endemic poverty, crimes, child labor, lack of education and gender discrimination (UNDP, 2012).

The facilities regarding adolescents’ health are highly limited. This is primarily due to social taboos and myths restricting open discussion on reproductive health in families and society, as a result young people cannot get proper information (Khan, 2009). ‘The literature shows that people of Pakistan generally and adolescent group specially have

limited access to puberty related health education and services’ (Jafarey, Kamal et al. 2008).

Pakistan Demographic Health Survey (PDHS)³⁰ report (2008) declares that a mother dies as a result of giving birth every 20 minutes, and nearly one out of ten newborns do not live to celebrate their first birthday in Pakistan (Jafarey, Kamal et al. 2008). The report further says that the infant mortality rate is 78 per 1000 live births. The mortality rate in rural areas is higher than urban. Total Fertility Rate (TFR) is 4.1, that is highest among most of the Asian countries (WHO, 2012). The Contraceptive Prevalence Rate (CPR) is 30% and average marriage age is 22.7 (PDHS, 2008). ‘The contraceptive prevalence rate, however, remains one of the lowest in the South Asian region, resulting in a large number of unwanted or mistimed pregnancies and culminating in an estimated 890000 induced abortions annually (1 abortion to every 5 live births)’(Jaffarey, Kamal et al. 2008).

3.3 Profile of FRHAM

FRHAM is a non-Governmental Organizations (NGO) working in Malaysia to increase awareness and provide social services to communities. The prime working area of the organization is reproductive health.

³⁰ PDHS, Pakistan Demographic Health Survey Report that summarizes all the information regarding the neonatal and maternal health. The survey is conducted by National Institute of Population Studies.

3.3.1 History of FRHAM

Initially Selangor Family Planning Association (Selangor FPA) was formed in 1953. Later on “the organization was formally established in 1958 with the aim of educating Malaysians in family planning and responsible parenthood, promoting and supporting effective family planning and sexual and reproductive health rights/services. Since 1963, FRHAM has been a member of the International Planned Parenthood Federation (IPPF) and was a fully accredited member in November 2005” (Report, 2010).

FRHAM is among the largest NGOs of Malaysia.. Since its establishment FRHAM was working with the name Selangor FPA later the name was changed by its board of directors and approved by the Registrar of Societies in January 2009.

3.3.2 Legal Status of FRHAM

FRHAM is registered under the society act in Ministry of Home affairs government of Malaysia (FRHAM, 2010).

3.3.3 Working Structure of FRHAM

FRHAM has a very active and dedicated management board or officials who lead the organization. FRHAM enjoys the services of professional staff, partner organizations, volunteers and community members (Indot, 2009). Most projects are executed under the leadership of Officials/Principal office bearers, Executive Director and Heads of Departments while office based professional and field staff perform project activities with community volunteers (FRHAM, 2013).

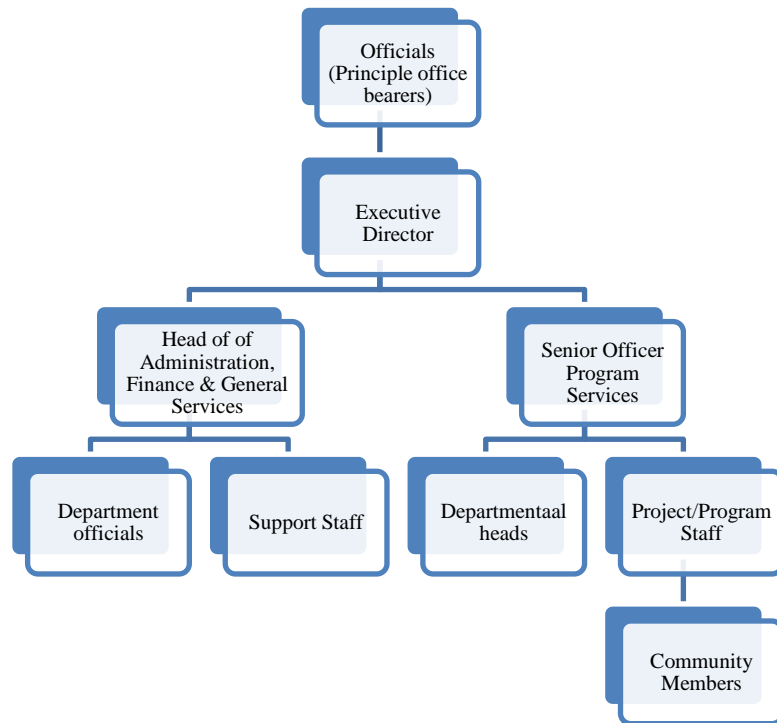


Figure 3. 1: The governance and management structure of FRHAM.

Source: Governance and management structure of FRHAM. Source (FRHAM 2010 p. 36)

3.3.4 Programs and Departments in FRHAM

Departmentalization in FRHAM is vital. Therefore, several departments are established in the organization i.e. Administration, Finance, Account and Supplies, Resource Development, SRH Training Center, Media and Publication, Family Planning and Reproductive Health, Evaluation & MIS (Management, Information System), Advocacy, Youth and Community Education and Women's Development (Report, 2010 p. 13).

3.3.5 Area of operation

FRHAM is working in all states of Malaysia and it is recognized as a national level non-governmental organization (FRHAM, 2012).

3.3.6 Working sectors of FRHAM

The working sectors of FRHAM include: SRH Training Center, Media and Publication, Family Planning and Reproductive Health, Evaluation & MIS (Management, Information System), Advocacy, Youth and Community Education and Women's Development (<http://www.frham.org.my/index.php>).

3.3.7 Projects Details of FRHAM

The research department of FRHAM is one of the prominent components of the organization. Several research studies have been conducted by the federation such as HIV/AIDS, 'investing in sexual and reproductive health and rights', 'study on strengthening HIV and sexual and productive health linkages in Malaysia' and many other countries (FRHAM, 2012).

"Recognizing the sexual and reproductive health needs of its clientele, FRHAM as a leading technical partner and the State Member Associations (SMAs) has developed related services and educational activities to promote optimal health of women, men, and young people in the country" (<http://www.frham.org.my/index.php>).

Provision of technical guidance and training to member associations is the prime mandate of the organization. It works in close partnership with the Government and other NGOs particularly in the promotion of reproductive health in the country (Indot, 2009). FRHAM is focusing on advocacy and creation of awareness, family planning services, networking and resource generations, meeting the needs of young people and family life education through community based programs (FRHAM, 2013).

FRHAM is engaged in numerous community development initiatives on material development on reproductive and sexual health, information dissemination, capacity building and skill enhancement programs and has strong commitment towards human resource development in the reproductive health sector. The organization works in youth development and launched 'Reproductive Health Module of Adolescents' (RHMA).

Considering the human resources development needs, driven by the fast-paced changes in technologies that have affected the organizations' operation system and work processes, FRHAM recently decided to adopt a policy where, initially, at least 2% of its annual budget allocation will be set aside for human resources development³¹ and capacity building activities particularly (Indot, 2009). This commitment demonstrates the seriousness on information and knowledge sharing within the organization besides it will be a great tool to equip the volunteers, professional staff and communities so that they can be able to perform their assignments easily and strengthen their commitment (Indot, 2009).

³¹ Human Resource Development, the part of human resource management that specifically deals with training and development of the employees- Human resource development includes training an individual after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities (Angus, Sally et al. 1993)

FRHAM is executing projects on family planning services, sexual and reproductive health which include activities of breast examination, pap smear screening, pregnancy test, counselling, treatment, referral for tract infections, menopause management and ultrasound services (FRHAM, 2013). The organization also provides sexual and reproductive health services for young people particularly for male; several health services for male clients are given (FRHAM, 2013).

FRHAM is actively involved in intervening the project on 'reaching out to disadvantaged youth to address their SRH needs and HIV prevention through peer education program, and the project is funded by UNFPA' (FRHAM, 2012 p.23).

3.3.8 Development Partners of FRHAM

FRHAM as a leading voluntary family planning, sexual and reproductive health organization in Malaysia implements various projects with the support of Malaysian AIDS Council, Ministry of Health Malaysia, National Population and Family Development Board (LPPKN), Japan Trust Fund (JTF), United Nations Population Fund (UNFPA) and International Planned Parenthood Federation (IPPF) (FRHAM, 2012). "Being a service-oriented body, FRHAM has the community at heart" (FRHAM, 2012 p.07).

3.4 Profile of HANDS

Health And Nutrition Development Society (HANDS) is a non-governmental registered and Pakistan Council of Philanthropy (PCP) certified organization that works for the development of underprivileged communities in Pakistan.

3.4.1 History of HANDS

HANDS is among the oldest NGOs of Pakistan. After 33 years HANDS has now evolved as an excellent community development model (Ahmed, 2013). Initially a health and nutrition project was started in 1979, later on the organization established and registered in 1993 with the name Health and Nutrition Development Society (HANDS) (Annual Report, 2012).

3.4.2 Legal Status

HANDS (Health And Nutrition Development Society) is registered under the Society Act, Government of Pakistan (www.hands.org.pk).

3.4.3 Working Structure of HANDS

Each organization has its own way of working to achieve its goals. HANDS is governed by a voluntary governing board led by the Chairman of the organization. The chief Executive is the head and professional paid staff member who works under the board's direction (Ahmed, 2013). The board provides policy guidelines, the Chief Executive follows them, a management team pursues administrative policies with the help of standard operating procedures, and finally professional field staff work with community volunteers in the spirit

of the organization's vision (Healthy, Educated, Prosperous and Equitable Societies) (Ahmed, 2013).

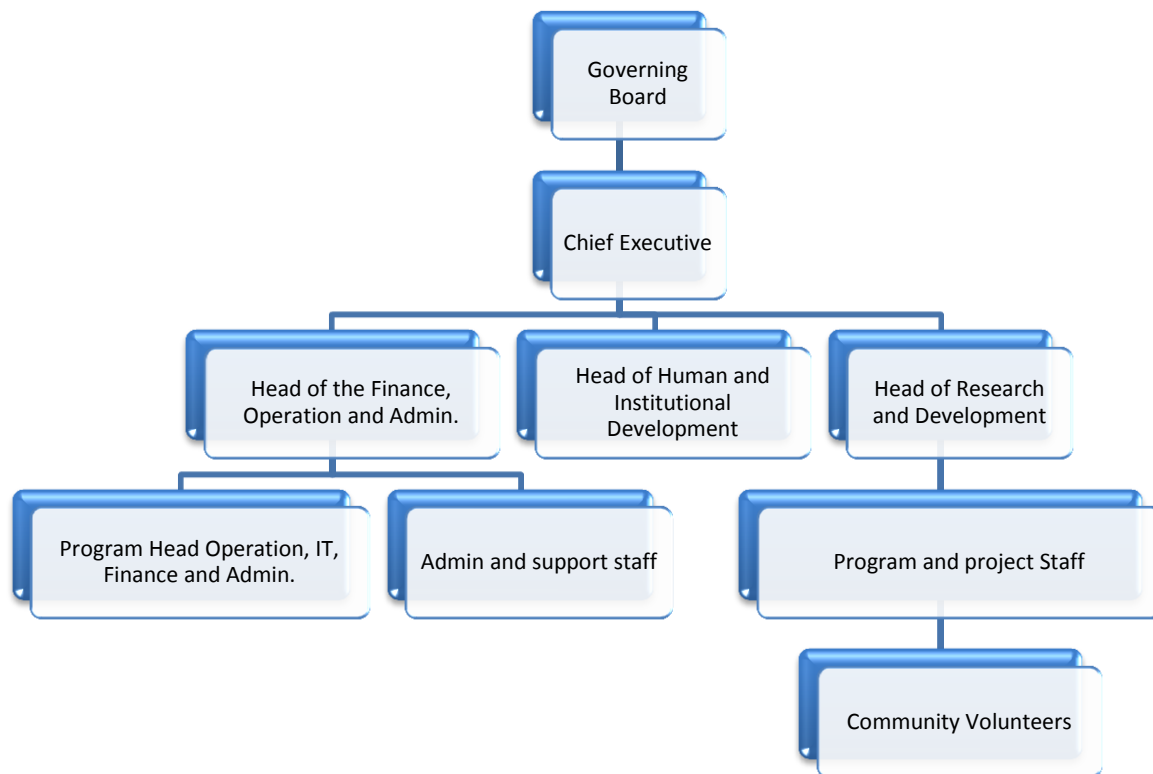


Figure 3.2: Organogram of HANDS

Source; Working structure of HANDS source (HANDS Profile, 2013 p.19)

3.4.4 Programs or departments in HANDS

HANDS has established several departments. All departments are known as programs i.e. Administration and Operation, Finance and logistics, Resource Mobilization, Information Communication & Resource (ICR), Health Promotion Program, Monitoring, Evaluation and Research, Advocacy, Social Mobilization, HANDS Institute of Community

Development (Human & Institutional Development³²) and Education & Literacy, Gender and Development (HANDS, 2013).

3.4.5 Working sectors of HANDS

There are various programs carried on by HANDS among which mother and child health is the core program of the organization. The major working sectors of HANDS are HANDS Institute of Community Development (Human & Institutional Development), Health Promotion, Research, Advocacy, Social Mobilization and Education & Literacy, Gender and Development (Ahmed, 2013).

3.4.6 Area of Operation

HANDS is working all over the country with its 31 District offices in Pakistan and the organization is known as national level non-governmental organization (NGO) (Annual Report, 2012).

3.4.7 Projects Details

HANDS covers most of the community development components to meet the needs of marginalized communities of Pakistan and the organization strongly believes in creating community leadership and participative working atmosphere in villages (Ahmed, 2012).

³² Human and Institutional development, is a training and development department of HANDS. Institute of community development is one of the projects (Profile 2012).

The model is integrated in nature and primarily focuses on strengthening health sector by addressing sexual reproductive health issues in the country (Ahmed, 2012). The organization has planned to establish an Institute of Community Development³³ to fulfill human resources development needs of civil society of Pakistan (Profile, 2013). HANDS enjoys extremely good working relations with District Government, health, community development and education departments of Government of Pakistan (Ahmed, 2012).

Principles and values of HANDS include partnership and relations with communities in sovereignty, equity with working partners, mutual trust, honesty, professionalism, and transparency among governing board, partners, employees and community (Profile, 2013). HANDS development process is based on an understanding of roles and responsibilities, which include participation, value of creativity and innovation and in addition a strong belief that every citizen of the country should have access to their basic rights and should discharge their obligation with honesty in the best interest of the nation (Profile, 2012).

HANDS is executing various projects for community development. Some of them are the most prominent initiatives like MARVI³⁴ a reproductive health project implemented by the organizations in 5 districts of Pakistan to save mothers and neonates where there is no health facility available (Ahmed, 2012). HANDS City District Government hospital Karachi Rural provides family planning, ultra sound, maternal and neonatal health services,

³³ Institute of community development is an institution to provide trainings to the staff, communities and other non-governmental organizations of Pakistan. While conducting an interview Chief Executive mentioned that the organization has purchased the land to construct the institution whereas documentation to get status of degree awarding institution is submitted to the concerned government department.

³⁴ MARVI, a name of project run by HANDS on reproductive health in district Umerkot Sindh Pakistan with the support of David Lucile Packard Foundation and the name was derived from the Folk story of Umer Marvi. The Marvi is the symbol of women empowerment and prestige (Profile, 2012).

community midwifery school that provides technical training to midwifery workers and youth (Profile, 2012).

Adult Girls Empowerment (AGE) project focuses on adult girls' empowerment and advocacy on early marriages issues (Profile, 2012). NARI³⁵ Project addresses the problems of high risk pregnancy in women and Adolescent Development project is executed to enhance awareness regarding sexual and reproductive health issues (Profile, 2012).

Being a national level non-governmental organization HANDS is playing its part to build the capacity of other NGOs in Pakistan. HANDS has a strong commitment to train local human resource as community based midwives and male community health attendants through several training programs. A number of training packages are also offered to develop professionals by HANDS- Institute of Community Development on: sexual reproductive health, Life Skill Based Education (LSBE) for adolescents, Leadership in Family Planning services, NGO management, community based disaster management, women development, communication skills, community need assessment and vocational skills enhancement (Flood Report, 2010 & 11).

HANDS has several programs in community development sector to promote community awareness and enhance community participation and ensure the availability, accessibility, acceptability and participation in targeted community through quality primary health care,

³⁵ NARI, is the name of project funded by Pakistan Poverty Alleviation Fund (PPAF) it's focused on mother and child health. Word NARI in Sindhi language means young women (Ahmed, 2012).

education, poverty alleviation, social mobilization, capacity building and community empowerment programs. HANDS has placed a community complaint and accountability system that works under the chief executive directly.

HANDS has developed and finalized numerous training curriculums, training methodology and training modules³⁶ for health, education, community workers, reproductive and sexual rights, family planning courses for government officials and NGO managers (www.hands.org.pk/hid).

3.4.8 Development Partners of HANDS

HANDS is supported by UKAID/DFID, David & Lucile Packard Foundation, Save the Children, Aga Khan Foundation, Aman Foundation, Basic Needs, UNICEF, Care International, GAVI Alliance, Shell Pakistan, Pakistan Poverty Alleviation Fund, World Health Organization (WHO), Green Star, Population Council, UNOPS, World Food Program, Rotary Humanitarian Trust, USAID, UNHCR, UNFPA, FAO, WPF, Medico International, individual philanthropists, Government of Sindh and Federal Government of Pakistan (Profile, 2012).

3.5 Similarities between the selected NGOs

While conducting the study, the researcher ensured that the selection should be made on relevance basis. The literature review initially showed that the problems of both countries were the same, but Malaysia has proved itself a vibrant and moderate country, and Pakistan can use it as a successful example for its socio-economic development (Mutahir, 2009).

³⁶ Training modules, means the complete set of training requirement i.e. trainees material kit, trainer's manual, pre/post test forms, training requirement list. This support trainers and trainees during the training.

NGOs are playing a significant role for community development in both countries. Various community development programs are underway and some of them are supported by the government in both countries. However, in Malaysian government supports NGOs more than does the government of Pakistan.

The governments of both countries recognize the role of civil society and give value to their work. Both selected organizations (FRHAM and HANDS) are registered as a society with their respective government departments. Their history and profile show that they are among the oldest organizations in their countries; FRHAM was established in 1953 and formerly known as Selangor Family Planning Association while Health And Nutrition Development Society (HANDS) was established in 1979 and previously the organization was known as Health and Nutrition Project.

The major area of working in both organizations is reproductive and sexual health in their respective countries. They have common donors in some projects like World Health Organization (WHO), UNICEF, United Nations Family Planning Association (UNFPA) and the respective governments also support both NGOs. The given working structures and departmentalization are also similar.

3.6 Summary

The chapter started with a discussion on state of reproductive health in both countries followed by a description of profiles of both the selected NGOs. The history of organizations is important to this study since it reveals the process of involvement in both

organizations. Legal status, working structure, programs or departments in both NGOs are discussed. The details of projects show that both organizations are actively involved in community development activities in their respective countries.

Details of supporting donor agencies and government departments have also been described. Common characteristics of both NGOs are highlighted, which shows that the organizations are working with common objectives. The theoretical framework will be next discussed.

CHAPTER FOUR

THEORITICAL FRAMEWORK

4.0 Introduction

Chapter Four provides an overview of the theoretical framework of the study. The theoretical framework is an important part of any research study. As mentioned earlier in chapter one, section 1.11 that two theories are applied in the thesis: organizational information and community participation and empowerment theories. The relatedness of both theories with the study is discussed in this chapter.

4.1 Overview of the theoretical framework

This chapter explicates the theoretical framework that is used in the research study. As already mentioned in chapter one, the study examines the communication flow as a system to ensure the participation of employees and community members in NGOs' projects. The research is approached from the perspective that takes communication and networking as a tool to involve employees and community members to play their role in the development activities carried out by NGOs. The link between communication and community participation is that community participation is ensured only by communication and networking.

The research explores how employees observe the system of communication and the communication practices which exist in the selected NGOs. The study examines how the participation of employees in organizational matters is ensured. The second part is related with the community. How does it perceive communication and networking and get engaged in development programs?

4.2 Research model

The development of the theoretical model on the basis of two above mentioned theories for this research has been discussed in chapter two which explained community participation and empowerment, community involvement, community driven development, community mobilization, asset based community development, community partnership and community engagement. Both theories were found as the most appropriate and relevant frameworks for this study. ‘The theoretical context of the study, in actual means, is a set of beliefs, expectations, assumptions, concepts that supports rationalization of the research’ (Bickman and Rog, 1998 p. 91).

The research investigates the flow of communication and its purpose that is, developing information and knowledge sharing in organizations. Community participation approach is used in NGOs in different forms. The research model investigates how consultation with employees and communities transpires, what kind of mechanism for participatory decision making is applied and how the respective community and NGO act together. The research model relies on the premise that all variables in the study are interlinked with each other and have an ultimate effect on the implementation of projects.

Organizational information refers to ‘the process that connects people and groups or organizations to trail policy implication and pursue collective benefits for all’ (Coleman, 1988 p. 104). This research underlines that how involvement of community members and officials is ensured in development projects of NGOs. Sustaining and enhancing citizens’ involvement is significant when an agenda of community development is implemented

(Mladovsky and Mossialos, 2008). The research model also outlines the problems associated with implementation of organizational information and community participation and empowerment theories while running community development programs.

This research draws ideas and points from the results collected from the field while conducting the study with results of past studies. Field research is characterized by a number of conceptual frameworks which summarize multiple applications³⁷ in studies (Bickman and Rog, 1998). The research model further formulates and guides how the research is planned and what is happening in the actual context (Bickman and Rog, 1998).

This research model is based on organizational information and community participation and empowerment theories to set the foundation for obtaining facts about how organizational information sharing is made, communication and networking are used and most importantly how the process of participation works. In this model, the practices adopted by NGOs are seen as dynamic processes of communication that reflect good relationship, team work, understanding each other and pursuing proper decision making procedures.

4.3 Theoretical Frameworks

Bickman and Rog (1998) state that a researcher can get help for streamlining the study through a useful theory that supports to organize what he/she wants to see. Without use of theoretical framework particular pieces of data would seem unconnected or irrelevant to

³⁷ Multiple application, using more than one technique to achieve any specific objective

one another. The theoretical framework provides a base to the study and interprets how the research objectives and questions can be addressed.

Moreover the conceptual, theoretical framework or any appropriate theory illuminates what the researcher has found while conducting the study (Mladovsky and Mossialos, 2008). If there is no theoretical framework or if an inappropriate theory is used the researcher can face difficulties and will not be able to perceive particular phenomena or events and will not be able to relate the variables in the study (Bickman and Rog, 1998).

Karl Weick provided a concept of organizational information in 1960s during the industrial revolution when communication in organizations was not given much attention (West and Turner, 2000 p. 24). , Karl Weick was the first person who studied organizations from a communication prospective (West and Turner, 2000 p. 243). The organizational information theory is more concerned with the communication of people (Weick, 1969). The theory explores how people use information and communicate with each other. Both these issues are considered as significant components of the theory (West and Turner, 2000 p. 29).

The theory of community participation and empowerment was introduced by David Wilcox in 1994. Community participation and empowerment theory is based on information and knowledge sharing, consultation, deciding together, acting together and supporting independent community interests (Wilcox, 1994). The center of attention in community development sector is people. The theory sequences the steps to get people together through participatory approaches.

Both theories used in this study provide a platform and guidance to explain their inter-relatedness. This study investigates the relationship among employees within NGOs and their communication and relationship with communities. Organizational communication, information sharing and community participation are the key components of the study and these are derived from the theoretical framework.

4.3.1 Organizational Information theory

Organizational information theory is an approach developed by Karl Weick and describes the process of collecting, using and managing information (Avgerou, 2002). Initially the approach was considered as an information management instrument but with the passage of time it was recognized as a theory called as ‘Organizational Information’ (Brett, 1993, Cemea, 1988). The management of a large amount of information and knowledge is one of the leading challenges for organizations (Weick, 1969). In recent years several studies have highlighted that it is difficult to handle increasing means of communication and number of messages received and sent in organizations (West and Turner, 2000 p. 274).

‘The Social Psychology of Organizations’ was the first book by Weick in which he described how organizations make sense of information and its usage according to the concept of organizational information (West and Turner, 2000 p. 223). He further mentioned that organizational environment changes rapidly, sometimes in unrealistic ways due to internal and external factors (West and Turner, 2000 p. 251). Weick also emphasized that the source of information should be centrally controlled and systemized, and

knowledge and information should pass through specified sources (West and Turner, 2000 p. 113). Proper usage of information enhances the relationship among individuals (Weick, 1969). Weick (1969) further added that the organizations are dependent on the process in which they collect, manage, and use information to manage their affairs smoothly.

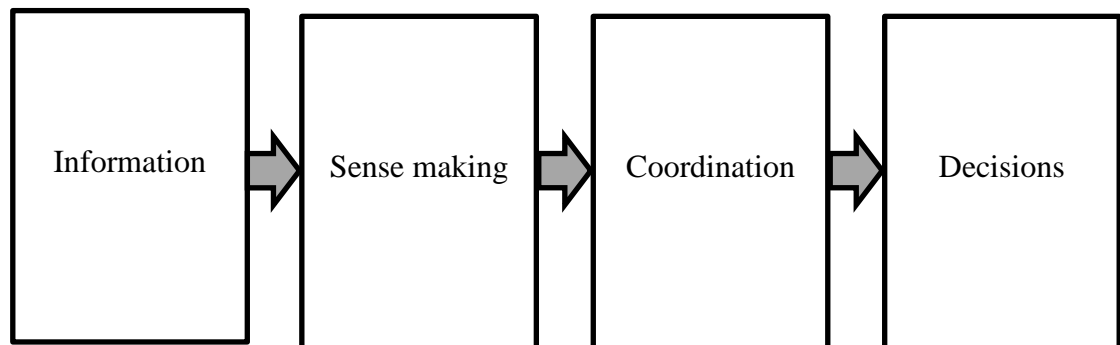


Figure 4.1: The process of organizational information theory

Source Weick, 1969, p. 232. The process of organizational information theory

Figure 4.1 illustrates the process of information towards making decisions. However, it depends on the process of communication that prevails in organizations. Weick (1969) highlighted that the organizations that adopt change can survive but those who do not will die because change is inevitable.

The organizational information theory assumes that; '1) human organizations exist in an information environment, 2) the information that it receives differs in terms of equivocality and 3) human organizations engage in information processing to reduce equivocality. The organizational information theory includes three different concepts' (Powell, 2003 p.12).

The theory discusses three key components including information environment, information equivocality, and cycles of communication (Weick, 1969).

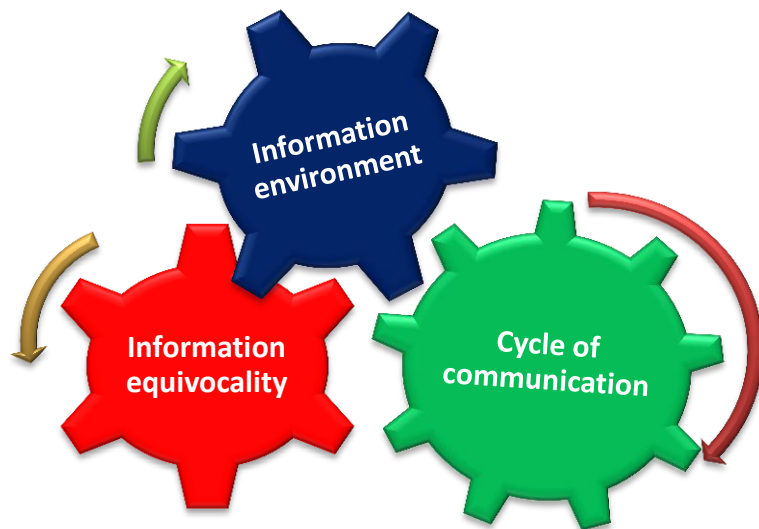


Figure 4.2 Organizational Information theory – Information environment, information equivocality and cycle of communication

Source: Modified from Karl Weick, (1969) Organizational Information theory.

4.3.1.1 Information Environment

Everyday employees have to cope with hundreds of stimuli that can be potentially interpreted and proceeded (Lewis & Wallace, 2000; Liebenau & Backhouse, 1990). However, ‘Information environment’ is a core concept to understand how organizations are formed and information is processed (Powell, 2003). “The availability of all stimuli is reflected to be the information environment’ (West and Turner, 2000, p. 248). Edwards (1994) stresses that interpretation and coordination of information is the essence of the information environment.

4.3.1.2 Information Equivocality

The organizational information theory addresses information equivocality and explains how information is received in organizations via multiple sources (Land, 1992; Lewis, 1997). The received information must be decoded and examined - either it is comprehensible or not; and qualified persons or department must be selected to deal with this (Lewis, 2001). Information equivocality refers to messages without clarity of subject, explanation, reference and scope (West and Turner, 2000).

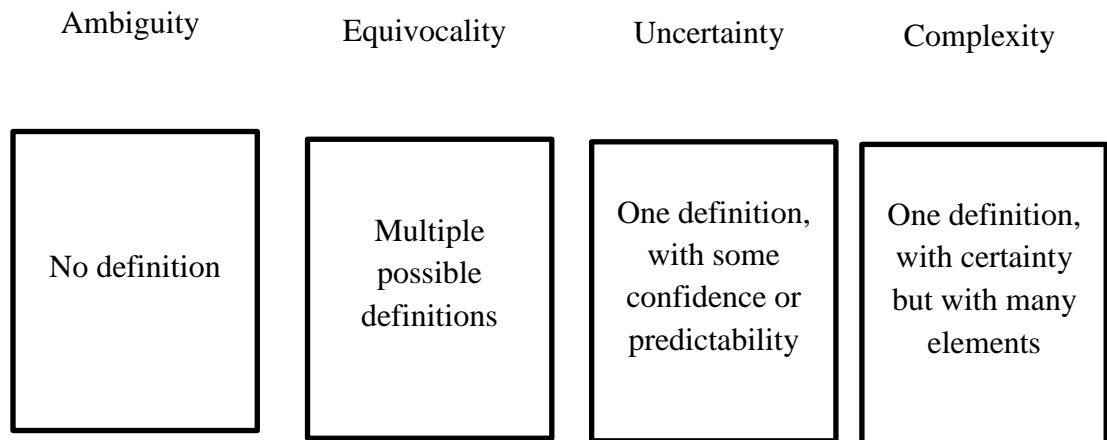


Figure 4.3: The relationship of information equivocality

Source; West & Turner (2000 p. 299) Equivocality- how uncertain organizational messages function in relationship of information equivocality.

Figure 4.3 shows that how equivocality affects the information system. Ambiguity means no definition. Equivocality refers to multiple possible definitions; uncertainty reflects one definition with some confidence predictability while complexity highlights one definition

with certainty but with many elements. These all are the confusions that organizations generally face (West and Turner, 2000 p. 299).

Sometimes information sharing itself creates lot of complexity (Lewis & Wallace, 2000). The equivocality creates confusions in organizations (Land, 1992). The organizational information theory is a larger version of uncertain reductions in organizations (Liebenau & Backhouse, 1990). Organizations cope with uncertainty on bigger scale (Powell, 2003).

The level of equivocality increases when departments/ people are unable to understand the messages that are delivered to them (Edward, 1994). Organizations exist in an information environment, and get equivocal or confusing messages and deal with them as per their level of understanding (Powell, 2003).

Mostly organizations face lots of trouble in reducing equivocality. The organizational information theory states that organizations should at first figure out the equivocal information, then establish a focal point to handle specific information and finally select the right person responsible to make sense out of equivocal information and process equivocal messages (Weick, 1969).

4.3.1.3 Cycle of communication

The cycle of communication discusses a series of hierarchy, roles, norms, patterns, formal and informal structures (Edwards, 1994). There are three steps of the cycle of communication; act, response, and adjustment (West & Turner, 2000). ‘Act’ refers to the

communication behaviors used to indicate one's ambiguity as a result of information that is received and the reaction to the act indicating equivocality of information; 'Response' is provided to clarify information as a result of act while the effect of response can be found when an organization formulates a response mechanism in return of any adjustment and finally an 'adjustment' is made to indicate that the information is now understood (West & Turner, 2000 p. 252).

Organizational information theory emphasizes the principles of equivocality: 1) the cycles of communication should be used to analyze the relationship among the equivocality of information, 2) a greater number of cycles is needed if the organization has few rules that assist in reducing equivocality and 3) greater equivocality has to be removed when more cycles are used to obtain additional information and make adjustments (Weick, 1969).

The cycle of communication in organizational information theory discusses the rules that work as guidelines for organizations to follow in handling equivocal information.

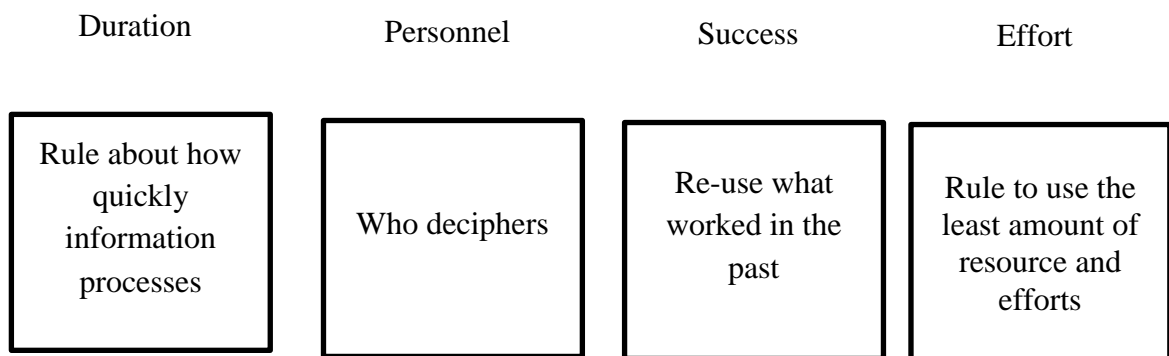


Figure 4.4: The rules of cycle of communication

Source; Weick, (1969 p. 13) the rules to process equivocality information

West & Turner (2000) found that ‘Organizational Information Theory’ plays a very important part in organizational communication. Communication is critical to our professional, social and personal lives (West & Turner, 2000). Weick (1969) further mentions that the theory addresses the significant aspects of information sharing that are concerned with individuals and groups in organizations. Moreover, this theory has a great potential to strengthen organizational communication (Weick, 1969). Organizational Information Theory is a valuable approach to study and practice in organizations to ensure effective communication (West and Turner, p. 289)

4.3.1.4 Application of Organizational Information theory in NGOs

Today’s learning organizations emphasis is on knowledge based activities (internal and external), because the organizational information is not limited to their boundaries (Brett, 1993). Organizations take time and make efforts to strengthen human relations (Cemea, 1988). Mostly NGOs are committed to learn through experiences (Powell, 2003). The prime business of NGOs is to dedicate their resources through effective information sharing activities i.e. community training (Avgerou, 2002).

The organizational information theory suggests that an organization should have the capacity to receive and share information with stakeholders well (Powell, 2003). Organizations have to enhance routine interactions that recognize the value of opportunities and choose the elements that facilitate in knowledge exchange (Liebenau & Backhouse, 1990; Edwards, 1994).

With the passage of time, NGOs are gaining attention due to their role and influence worldwide. However, they need to work on the basis of justified and rationale approaches. In community development field NGOs are required to distinguish social networking as relational assets to enhance their performance (Lin, 1999). Social relations and social networks are essential for NGOs.

Dynamic organizations take communication and networking as their key area of interest. Well defined processes, ability to enable employees to create and multiply the organizational progress that enhances the productivity of the organizations (Lewis, 2001). NGOs mostly rely on the effective communication and information sharing because of the nature of their work (Liebenau & Backhouse, 1990). Furthermore, in the NGO sector not only its employees but the communities are also equally important for information sharing (Lewis, 2001). Due to mismanagement of information, sometimes minor confusions affect NGOs' work (Lewis & Wallace, 2000). Systematic working approach and professional relationship compliment NGOs' efforts as a result the level of positive relationship between an NGO and the community become stronger for successful initiatives (Lin, 1999).

Communication experts realize that appropriate knowledge and information sharing is the key for project success in development sector (Powell, 2003). Organizational information theory is all about sharing of knowledge and supporting peoples' connections (West & Turner, 2000). Dealing with confusing messages and information is the most worrying aspect in the administration of NGOs (Lewis & Wallace, 2000). The concept of

organizational information provides a framework to interact and manage information in NGOs' community development programs (Avegerou, 2002).

Mostly NGOs use a two way communication flow in organizations with their employees and community members. In fact, it is the general requirement of NGOs to execute and sustain development projects that need equivocality free information because of the nature of their job (Lin, 1999). The theory of organizational information can be an instrument to connect and strengthen the partnership of community, NGOs, international development agencies and public sector institutions (Lewis, 2001).

At present improper information sharing and poor communication are emerging issues among NGOs (Powell, 2003). In development sector effective communication depends upon the relationship of employees with organizations and organizations with stakeholders (Mathie and Cunningham, 2003). Various NGOs in several developing countries have established effective management information system that work as processes to pursue organizational effectiveness (Ahmed, 2012).

While managing complaints is important in NGOs. Therefore, Secretariat of Accountability and Complaints (SAC³⁸) system and department of Information Communication Resource (ICR³⁹) existing in NGO namely 'HANDS' to control the information flow in the organization. Furthermore, SAC handles community grievances and ensures transparent

³⁸ SAC, Suggestions And Complaint, this department is established to deal with the community grievances and suggestion in HANDS (Ahmed, 2013).

³⁹ ICR, Information Communication and Resource the department that deals with information management affairs in the organization (Ahmed, 2013).

information flow at grass root level and ICR department deals with information disseminating matters internally and externally with partners and public departments. The 'head' of the respective NGO comments that 'their employees can interact easily, communities are satisfied from their progress and they have relevant forums to share their issues.' Furthermore, the head of the organization links these milestones with proper information flow at all levels.

Organizational Information theory has made significant achievements in HIV/AIDS⁴⁰ related projects (Awio, Northcott, & Lawrence, 2010). The organizational information theory is used as a working approach by one of the NGOs in Uganda as well. The fundamental purpose of the project is to involve citizens in the activities. The NGO reported that there is no treatment facilities in their vicinity and people are dying due to HIV/AIDS.

An NGO intervening in that area with the name of CHAI (Community HIV/AIDS Initiative) has established several grass root level community groups and transfers the information and knowledge about HIV/AIDS; the members of these community groups were trained to help other community members (Awio, Northcott et al. 2010). The efforts of CHAI have made substantial improvement in people and the power of knowledge is harnessed through sharing adequate information among community groups (Awio, Northcott, & Lawrence, 2010).

⁴⁰ AIDS, Acquired immunodeficiency syndrome / HIV, Human immunodeficiency virus

The organizational Information theory is applied in several micro-finance, social mobilization and human development projects by several NGOs (Powell, 2003). The role of NGOs in developing countries remains prominent particularly in Bangladesh (Ruhul, 2009). BRAC⁴¹, Grameen Bank⁴² and other NGOs in Bangladesh are serving to improve human lives through applying organizational information approach in their community development projects (Ruhul, 2009).

4.3.1.5 Discussion on Organizational Information Theory

The organizational information is all about human communication and valuing togetherness (Weick, 1969). The theory stresses social collectiveness and states that connected individuals can do better for others (Avgerou, 2002). Sometimes organizational information theory has been discussed and criticized by development agencies (Powell, 2003). The organizational information theory should be enhanced more rigorously to respond to communication needs, to ensure information sharing policies and to strengthen connection of organizations and grass root level groups for the betterment of people in a broad way (Fine, 2001 p.127).

Organizational information theory is an effective approach to connect people working in an organization in a better way (Lewis & Wallace, 2000). Indeed, NGOs without human communication and interaction exist for nothing (Cemea, 1988). At the present time

⁴¹ BRAC, Bangladesh Rehabilitation Assistance Committee, one of the largest NGOs of the world founded by Sir Fazle Hasan Abed (Ruhul, 2009).

⁴² Grameen Bank, Grameen Bank is one of the largest micro finance institutions of the world. The institution is known as bank to the poor. This bank was established by Dr. Muhammad Yunus, a Nobel Peace Prize winner (Ruhul, 2009)

organizations also use numerous IT instruments for sharing organizational information such as Emails and meetings by using videoconferencing where all teams meet to discuss matters (Basole, Bodner et al. 2013). Different areas of organizational management need proper information to make effective decisions (West & Turner, 2000 p. 186). Without proper information several issues can arise such as conflicts, misunderstandings, ambiguities and disturbance in workflow (Powell, 2003). The organizational information theory guides how to systemize the mechanism for collecting, using and managing information in NGOs. The application of organizational information theory proves that the concept can be used to produce better outcomes in development projects.

4.3.2 Community Participation and Empowerment Theory

The concept of participation is interchanged with participation of people, citizens, public, community and inhabitants (Mathie and Cunningham, 2003). The concept of community participation can be defined as to increase citizens competency and educate them properly (Hays, 2007; Morrow, 2010).

Numerous community participation approaches are applied by civil society organizations in their development programs. The term community participation has proved as an resourceful approach to response economic, social and environmental problems of communities (Vercseg, 2010). Community development as a wide ranging field of studies insists on inclusive social change whereas the engagement of community members as a group takes part with the support of other partners and contributes in the development process (Nour, 2011).

Community empowerment is considered as an outcome of effective and proper participation of citizens. Empowerment means increased control of marginalized segments of society over the decision making and resources that affect their lives (Bjaras, Haglund et al. 1991; Randy and Teresa, 2008; Cambell, 2009).

Community Participation is mostly utilized in terms of relation building, social structure, social imperative and social interactions (Mladovsky and Mossialos, 2008). Hence, community participation leads to community empowerment and it can be facilitated through building competency and educating communities so that they can be able to identify their problems, find their solution and resolve them with collective actions.

Community participation and empowerment approach supports the NGO to ensure sensitivity, receptivity and accountability in social services projects (Nour, 2011). Generally, community members in developing countries avoid to play their foremost part in health, education, and social services projects; because of their perception that they are unable to make decisions, cannot understand project technicalities and they usually have insight that outsiders are more capable to lead them (Njoh, 2002). Atkinson (2005) states the process of participation enables the community to increase control and ensures better use of resources.

The concept of real community participation is a process when individuals and their families realize their responsibilities for their own welfare and development; and show willingness to build their capacity to contribute in utilizing their physical and financial resources (P. Van Domelen Dongier J. Ostrom, Wakeman et al. 2003; Paul and Ilona,

2010). Vercseg (2010) highlights community participation refers to how community is pouring its active part in development activities rather than being a beneficiary or static partner in projects. Community participation in development activities can be measured with strong levels of sensitization, realization, combined influence and commitment. The process of community participation leads to create ability in citizens in order to deal with their problems and recommend solutions without relying on external resources (Atkinson, 2005).

Community participation approach enhances the involvement of beneficiaries in planning and implementation of projects initiated in their villages (Vercseg, 2010). Community engagement is considered most important in advocacy and collective actions, and it takes communities in mainstreaming to influence while formulating the public policies on larger scale (Sexton, 2009). The concept of community participation and empowerment propagates on self-help, local leadership in community revitalization and pursuing democratic process.

Active involvement of communities in development projects builds the capacity of beneficiaries through learning and doing process (Silva, 2000). Participation of community at planning level has greater impact to mobilize and motivate citizens and resulting in increasing project-ownership. Several development initiatives are visible evident for civil society organizations and governments where external help could not make any significant change exclusively; reciprocally in instances when external organizations got involved with

communities and made their grass root level community organizations, they succeeded in making communities empowered and sustained (Vercseg, 2010).

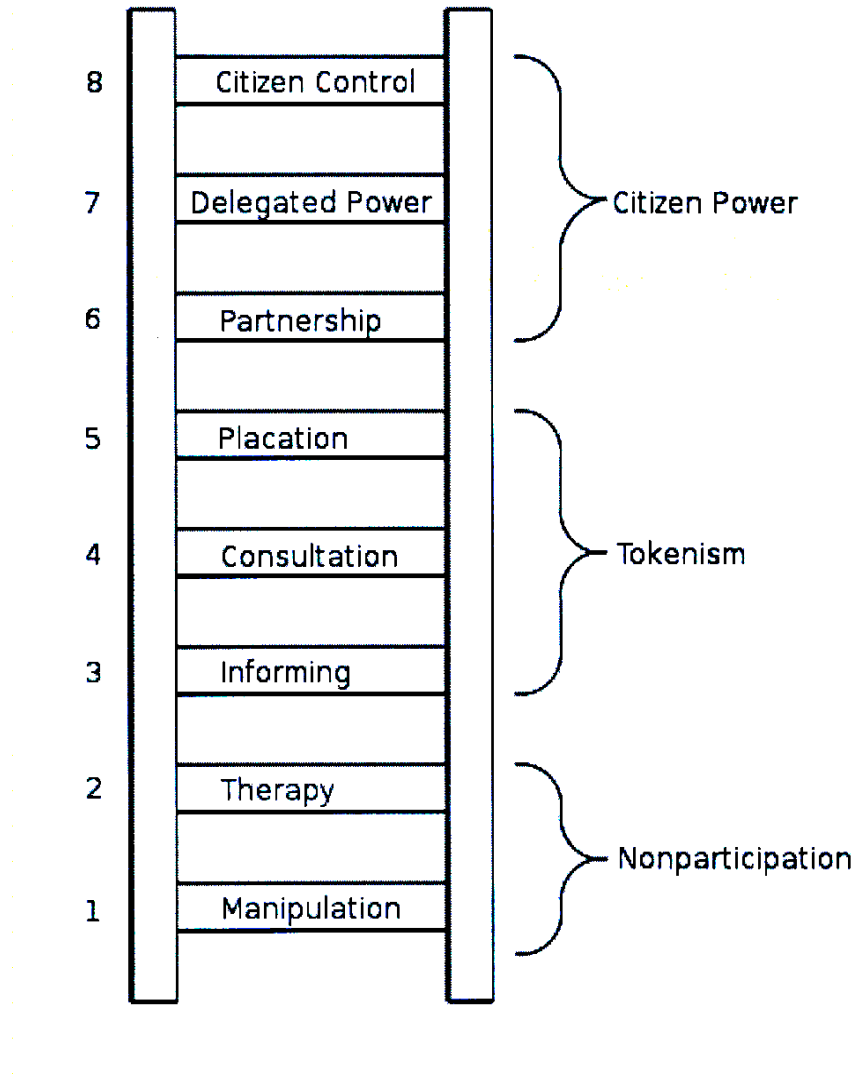


Figure 4.5: Sherry R. Arnstein's "Ladder of Citizen Participation"

Source: "Ladder of Citizen Participation" Source: Eight Rungs on the Ladder of Citizen Participation, illustration from Sherry R. Arnstein, (1969: p. 217).

Figure 4.5 represents the levels of community participation where steps 1–2= manipulation and therapy are understood as non-participation. Steps 3–5= tokenism means partial

community participation through sharing information, consultation and placation. Steps 6–8= complete community participation and empowerment which ensures that citizens get power through partnership, delegation and control.

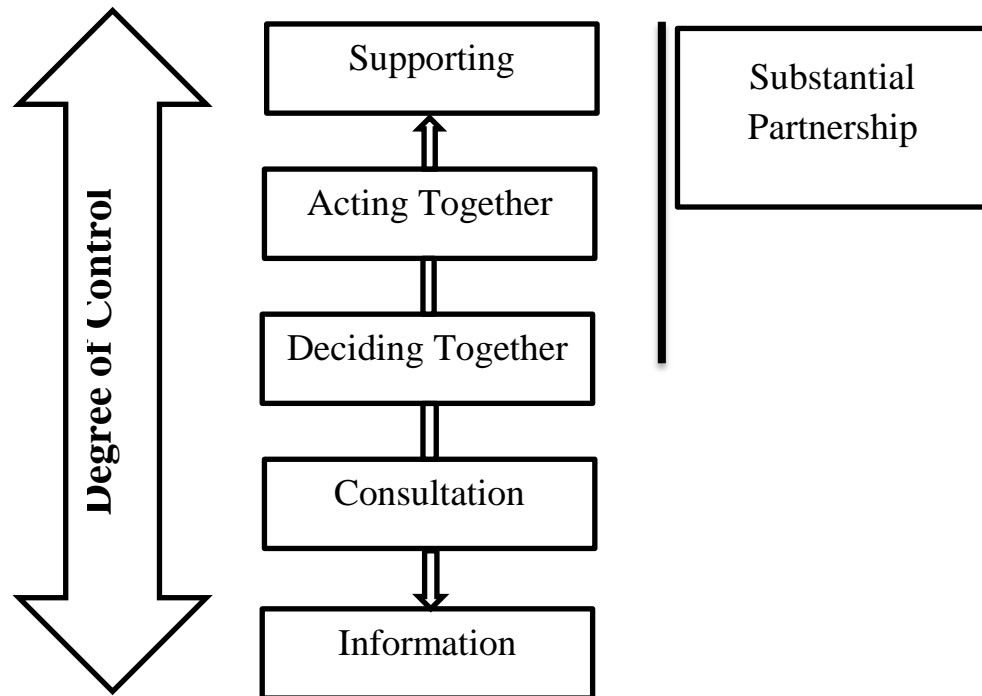


Figure 4.6: The guide of Effective Participation

Source: Guide to effective community participation by David Wilcox (2002 p.5)

Figure 4.6 was provided by David Wilcox to provide a framework for measuring the level of community participation. The degree of control represents the level of community empowerment. The guide is also known as the five rung ladder⁴³ of community participation. The first step is sharing of knowledge and information with communities in

⁴³ Five rung ladder, a ladder of community participation that measures the degree of community participation and has five steps. The approach was given by David Wilcox in 1994.

which NGOs simply inform communities of what is planned for them. The second step of the ladder is consultation in which NGOs offer some options to communities and encourage them to select and give feedback. Several organizations are limited to two steps-sharing information and consultation, they characterize it as full participation (Wilcox, 2002). Such unclear participation affects the organizations' performance.

The third step is deciding together. This means substantial partnership. Communities are encouraged to share ideas and offered opportunities for joint decision making. Community ownership and empowerment starts parallel with joint decision making.

The fourth step is acting together. This step also means substantial partnership. Few studies suggests that real assessment of community participation can be assumed when a community is actively involved and acts together with the NGO (G. Argiolas, 2009).

Supporting independent community interests is the fifth step of the ladder. At this stage community members or groups share their physical and financial resources. At this level the community is engaged fully and offers suggestions, comes up with their own agendas and purposes. Real community participation and empowerment results when a community takes the position to control activities.

Community ownership is the outcome of the process of community participation and the empowerment approach. NGOs mostly gather community members and train them for two purposes i.e. community members become more aware and skilled, and when the NGO

winds up project activities the community will take lead and continue the project activities on their own (Strier, 2009).

Effective community participation deals with the practical implication by NGOs or development institutions (Njoh, 2002). Community participation in a real sense can be seen when community problems are identified, discussed and the community is involved throughout the processes of initiation, preparation, participation and continuation throughout the entire activities of the project (Wilcox, 1994; Wilcox, 2002). In the initial stages Participatory Rural Appraisal (PRA⁴⁴) is used as a technique to identify the needs of the community in rural areas through participatory method. The PRA tool was provided by Robert Chamber in 1980 and it remains effective to motivate participation of the communities in the initial stages levels of projects.

Community participation and empowerment facilitates people so that they understand the meaning of their existence and the extent of their actions. Community participation is considered as dynamic and reliable means of running community development programs. , It is better to plan community development activities based on guide for effective community participation and empowerment.

⁴⁴ PRA, Participatory Rural Appraisal is a tool that is used by the NGOs and other development agencies to collect information and incorporate opinions of rural people while planning management of development. This tool was developed by the Robert Chamber in 1980s.

4.3.2.1 Application of Community Participation and Empowerment Theory in NGOs

As discussed earlier community participation is a rich concept in origin and definition, furthermore it is a widely acceptable way of including and increasing community members in the activities of NGOs (Randy and Teresa, 2008; Graham, 2009). The way community members take part in the project activities includes the sharing of ideas, time, physical and financial resources to complete the activities. This also provides a tool to measure the degree of participation is ensured by NGOs.

Since the last few decades development practitioners have been using community participation approach in their projects (Bjaras, Haglund et al. 1991). Community participation is now considered as an effective approach of involving people (Granovetter, 1985; Mathie and Cunningham, 2003; Mladovsky and Mossialos, 2008; Cambell, 2009). The theory of community participation has been noted to be a supportive instrument specifically in community health related programs (Bjaras, Haglund et al. 1991). Community participation is taken as a core element in most of the health programs supported by WHO⁴⁵ (WHO, 2007).

The World Health Organization has used the community participation approach in its health projects all around the world. The Healthy City project in Europe is based on two fundamental principles: institutional management and community participation to ensure sustainable development at the local level (Tsouros, 2002). World Health Organization

⁴⁵ WHO, World Health Organization, is the largest subsidiary organization of United Nations Organization that works on health in all over the world.

(WHO) insists that health-related networks and institutions of Europe should share information and consultation members of the community. This enables citizens and community groups become an integral part of the decision making and course of action to be taken.

Community participation is mostly practiced in reproductive health projects in various countries. Diversified approaches are adopted by the NGOs working in the field of reproductive health. Japanese Organization for International Cooperation in Family Planning (JOICFP) is a leading NGO in Japan in the field of international cooperation in population and reproductive health sectors. The organization actively carries out broad activities of advocacy, human resource development, project implementation and resource mobilization through community participation approaches (Stewart R. Clegg and Bailey, 2008). FRHAM is one of the largest NGOs of Malaysia working in family planning and reproductive health, and also recognizes community involvement as a prime working strategy (FRHAM, 2013).

The United Nations Research Institute on Social Development (UNRISD) focuses on the empowerment of people and community organizations of marginalized groups (Strier, 2009). UNRISD considers the most important factor in community participation is ‘powerless people get power’ (Strier, 2009). In 1976 USAID⁴⁶ assigned the

⁴⁶ USAID, United States of Agency International Development is the agency of United States federal government and that is primarily responsible for administering civilian foreign aid for the sake of economic development and humanitarian assistance in the world (USAID 2013).

Interdisciplinary Rural Development Committee at Cornell University⁴⁷ to work on some measures and practical concepts of community participation (Montanarella and Vargas, 2012). This shows that community participation is not a new concept in the NGO sector.

One NGO in Europe aiming to prevent accidents has applied the community participation approach in its health related program. The program produced significant changes in the behavior of community members and resulted in a considerable decrease in the rate of accidents (Bjaras Haglund, et al. 1991). Throughout this project the community was involved in five phases namely need assessment, community leadership, management, organization and resource mobilization (Bjaras Haglund, et al. 1991). The most significant part in community participation is how local citizens are involved in the process and take the lead in project activities.

⁴⁷ Interdisciplinary Rural Development Committee at Cornell University, the Cornell University is one of many prominent institutions of the world and it has established Interdisciplinary Rural Development Committee to collaborate with the community development programs.

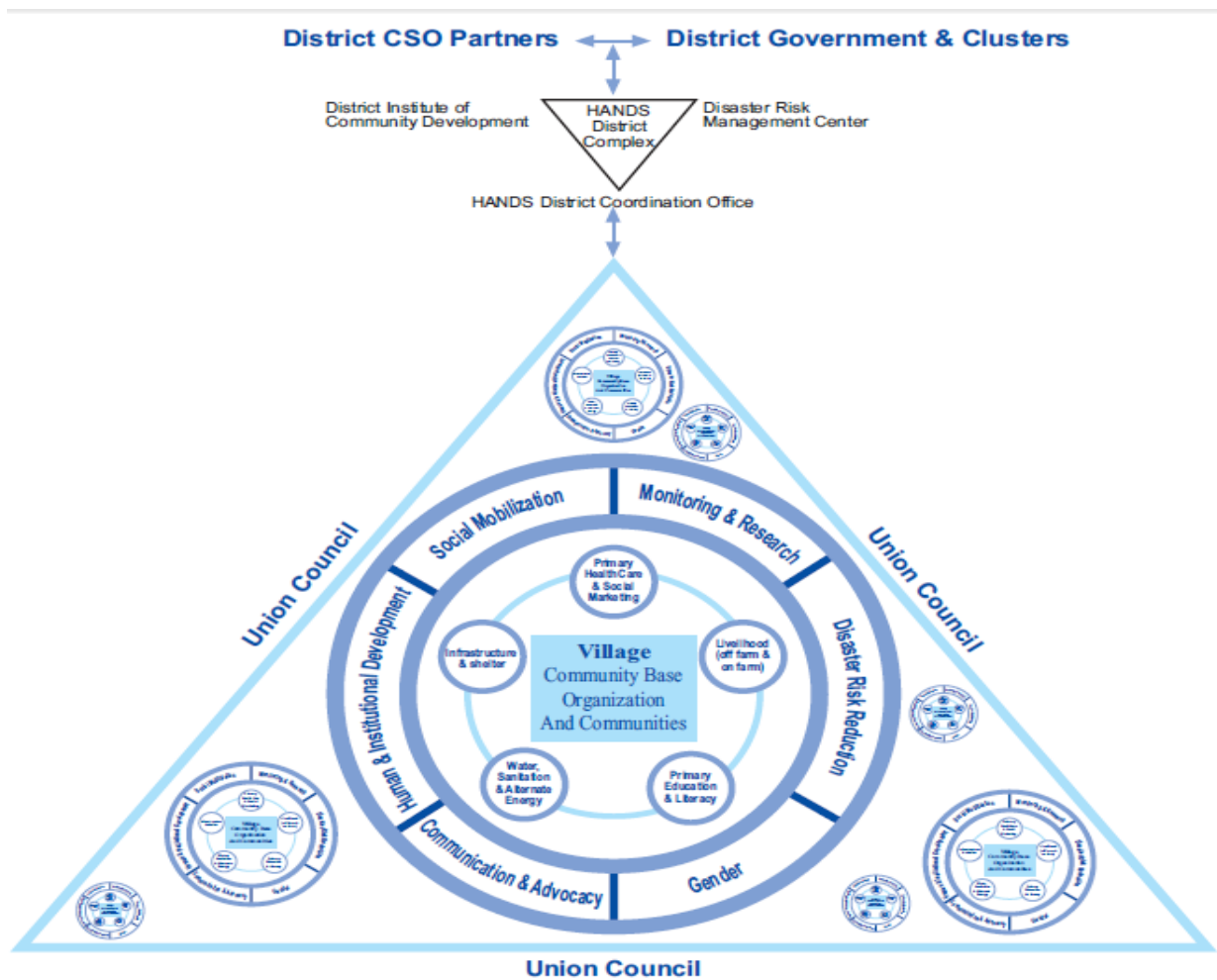


Figure 4.7: A community participation model of HANDS

Source: community participation model of NGO (HANDS) (Ahmed 2013 p. 5)

Figure 4.7 shows the community participation and empowerment model of HANDS and refers to work in villages with the partnership of village level community based organizations. The HANDS model of community participation puts together NGO's officials and community members. It is applicable for all projects including human and institutional development, communication and advocacy, gender, disaster risk reduction, monitoring and research (Ahmed, 2012). The organization expects that such community

participation and empowerment model will lead to strengthening of community organizations, knowledge management and development of evidence based actions; rights of marginalized population and equality of services (Ahmed, 2013). All member countries of United Nations Organization (UNO) have signed the document of MDG (Millennium Development Goals), where education is seen as a fundamental right of every child (Shaikh, 2013). , Without community participation this goal cannot be achieved.

Grameen Bank⁴⁸, BRAC⁴⁹, Association for Social Advancement (ASA⁵⁰) and other leading NGOs are playing their vital part in reducing poverty in Bangladesh. They help in development of women , health promotion, educational growth and eradication of poverty in the country (Ruhul, 2009). The Bangladeshi NGOs pursue the community participation and empowerment approach as their key measure of community intervention (Rabby, 2012). Before intervention in any community NGOs conduct women focus groups to find the problems and get information about community background, after that a group of women at the village level is formed to disburse micro-credit in the community, in addition these women groups are involved in other community development matters in the villages by the NGOs (Rabby, 2012).

Food and Agricultural Organizations (FAO) is an international subsidiary organization of United Nations Organization (UNO) working all around the world to protect food scarcity

⁴⁸ Grameen Bank, *Ibid*

⁴⁹ BRAC, *Ibid*

⁵⁰ ASA, Association for Social Advancement is one of the largest NGOs of Bangladesh that is working for community development in the country (Rabby, 2012)

and agricultural development. The organization follows the gender sensitive planning model in Nepal for example.

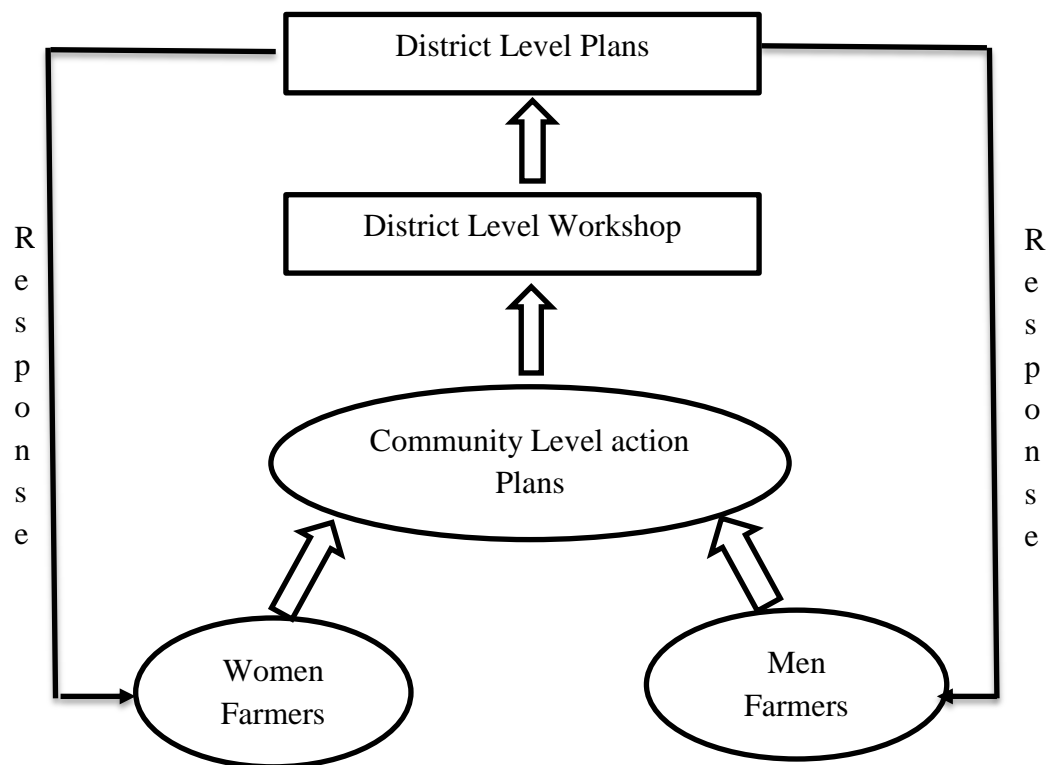


Figure 4.8: FAO Gender sensitive planning model

Source; FAO Corporate Document Repository Economic and Social Development Department p.26

Figure 4.8 illustrates the process of community participation and empowerment that was incorporated in gender development programs introduced by the Farmers and Agriculture Organization in Nepal (FAO, 2013). The project focused on men and women farmers. Initially the organization identified needs of the farmer community by applying PRA techniques, and then they trained them on the basis of training need assessment and requirements as per the project outcome (FAO, 2013). After the success of the model in

Nepal, the same community participation approach was replicated in Ethiopia, Tanzania, Afghanistan, Namibia, Senegal and Pakistan (FAO, 2013).

Orangi Pilot Project (OPP) is a Karachi based NGO working in the slum areas of Karachi. OPP is one among many well-known organizations that follow participatory development models. Orangi town is the largest slum area of Karachi where the organization works to construct low cost shelters, sanitation system, and safe drinking water facilities for inhabitants who cannot afford to purchase or build their own houses (Khan, 1999).

Initially low cost waste management and participatory sanitation were the top priority of OPP. Afterward, local people were organized into street muhallah⁵¹ committees consisting of twenty to forty family members in the areas who were living in the same street and provided with construction material and they contributed voluntarily through labor services and cash in the project (Khan, 1999). Moreover, a team of social organizers trained committee members and mobilized them to discuss and resolve their health, education, poverty and environmental issues. Women were particularly sensitized for micro-credit, community waste management, community sanitation and basic health so that they follow hygienic practices in their homes. Desired objectives were achieved successfully and OPP is now recognized as a successful community participatory model in NGO sector of Pakistan (Khan, 1999).

⁵¹ Muhallah, the origin of Arabic language and its community part of a village or town (Oxford 2012).

4.3.2.2 Discussion

The concept of community participation was provided by social development experts in 1950s (Hays, 2007). However, the concept had originated earlier, and remained in use. With the passage of time the term has been redefined. The theory of community participation and empowerment helps in starting to track the execution of community development projects. NGOs are required to involve communities from the stage of need assessment so that actual problems can be identified prior to initiating the project, when the community becomes part of planning, objectives can be set clearly, then the NGO is required only to mobilize and train community members for result based implementation of project (Morrow, 2010).

The guide of community participation and empowerment has been given by David Wilcox (1994) and has proved to be a useful tool to develop successful courses of action in development projects. In gender related projects community participation and empowerment theory is noteworthy as well (Mathie and Cunningham, 2003).

The community has dynamics of associations and relationships with each other. These relationships require respect, norms of reciprocity, and increased trust. These relationships are based on participants' commitment to the community development process (Claire Cassidy, 2008). The theory of community participation and empowerment advocates problem-focused and participatory process of social change (Vercseg, 2010).

4.4 Summary

This chapter has provided a conceptual framework including the definition and explanation of selected theories. Both theories (organizational information and community participation and empowerment) are discussed as the most important concepts in the field of social science literature and development studies particularly.

Organizational Information theory emphasizes information environment, information equivocality and cycle of communication. The concept of community participation and empowerment is the essence of community ownership and creates self-reliant societies. Both theories seem most pertinent to this research.

The next chapter discusses the research methodology used in the study.

CHAPTER FIVE

RESEARCH DESIGN AND METHODOLOGY

5.0 Introduction

Chapter five presents the methodology of the study. Data sources, sample size, research approaches, geographical locations and ethical considerations are well defined in the chapter. The chapter describes the methods used for data collection and conducting the pilot study for the research. This chapter includes the research framework and all the stages involved in the research process. It covers the basic research plan to revise and format the thesis to carry out the research study in an effective way. In addition, the approach selected to address the key research objectives and questions is also presented. This is followed by collection and analysis of data. In the last section the limitations of the research are discussed briefly prior to the summary of the chapter.

5.1 Overview of Research Design and Methodology

The research in community development sector is considered ‘as a process in which people combine a set of principles, outlooks and ideas with a collection of specific practices, techniques, and strategies to produce knowledge’ besides it is an exciting process of discovery, but requires persistence, personal integrity, tolerance for ambiguity, interaction, and pride in performing quality work (Bickman and Rog, 1998; Brown, Cozby et al. 1999; Neuman, 2007). Mostly research in social science investigates the effects of deliberate intervention in a situation of practical importance (Bickman and Rog, 1998; Bulmer, Gibbs et al. 2010).

In the context of community development, Gilbert (2005) defines social research as sociological understanding of connections – connections between action, experience and change– and the major vehicle for realizing these connections. In community development related research, it should be ensured that community is a part in the research process while the debate on methodology implied in community development is still controversial. On the one hand it refers to quantitative and on the other it favors qualitative methodology (Rhodes, Malow et al. 2010).

The study is particularly focused on NGOs' communication channels⁵² (internal and external), system of community participation- information sharing, consultation, deciding together, acting together and supporting independent community interest mechanisms to ensure participation of all stakeholders. Four layers including top leadership, middle management, field teams and community members are investigated.

This study focuses on two selected NGOs⁵³; one from Malaysia and another one from Pakistan. The selected NGOs are classified as service delivery organizations and work in community development field in different sectors. Different social scientists choose different tools and use them in different ways and interpret the results by using them in their own way. Nonetheless, much can be learned on social science in general from learning about the tools themselves (Gomm, 2004).

⁵² Communication Channel- several sources and ways of communication prevail in organizations to connect people working in the organizations.

⁵³ Two NGOs, In this research study two NGOs are selected for the study namely; FRHAM from Malaysia and HANDS from Pakistan

The most important aspect of any research is how it is conducted. Generally multiple methods are used to generate and analyze different kinds of data in the same study (A. Schwandt, 2007).

Both qualitative and quantitative research approaches mix method need to be used carefully and systematic methods should be applied to gather high-quality data (Neuman, 2007). Multiple methods were applied in the research study. In order to select the NGOs Stratified technique was used. Furthermore, mix methods including qualitative with Key Informants (KIs) and quantitative with NGO officials and community members were applied in this research. The qualitative research is an interdisciplinary field that most of the times crosscuts humanities and social science and includes many things at the same time, it is multi-paradigmatic in focus (Denzin and Lincoln, 2002).

Qualitative research is usually exploratory in nature, involving small number of people surveyed on non-probability basis to gain in depth impressions rather than definition, probing-oriented, open-ended and free-response format (Adnan, 2010). Quantitative approaches create data that can be sorted, categorized, and counted; the aggregate data can be summarized numerically through graphs, charts and statistical analysis (Colton and Covert, 2007). In this study different sources are used to collect data and gather information about communication and community development in Malaysia and Pakistan.

Common modes of organizing qualitative data are done by category, theme and concept. These terms of qualitative and quantitative are sometimes used interchangeably, but they do

occupy different levels of generality and/ or abstraction. Categories are concerned with basic properties, themes are unifying links running through wider spans of data and concept or ideas elevate the data or parts of the data to a more theoretical level (Woods, 2006). However, the potential to use the mix method is to collect rich data through using both aspects of the study; qualitative and quantitative. These both methods complement each other. Based on the procedure used in the data collection and analysis, the study used the exploratory research design in which the qualitative data was collected in first phase then followed by quantitative. Furthermore, the qualitative part complements quantitative method. The study represents Qualitative + Quantitative = Exploratory research Design.

5.2 Sources of Data

Primary and secondary data sources are used to collect data for this study. Primary source of data involved first-hand information (Sadiki, 2009). In this study primary data was collected through interviews, questionnaires and direct observation. Secondary sources refer to data collection by other sources for the same purpose and it is mostly collected through deskwork job (Brown, Cozby et al. 1999). The secondary data for this study was collected from the studies conducted by others scholars and was analyzed prior to the primary data collection.

5.2.1 Primary Data sources

Qualitative interviews are used at varying extents in social sciences research (Kvale and Brinkmann, 2009). Before designing the questionnaire an interview process with Key

Informants (KIs) was employed. Several findings and community issues arise during this process. However, the interview with KIs provides an outline and structure to develop a questionnaire for NGOs' employees and community members. The study is streamlined on the basis of these KIs⁵⁴.

At the second stage, the data was collected from officials of the selected NGOs and community members through a survey method. Questionnaires and an interview guide were developed for discussion with respondents. Interviewing respondents includes a wide variety of forms and a multiplicity of uses and has also become part of the common culture (Kvale and Brinkmann, 2009). The most common form of interviewing involves individuals, face-to-face verbal interchange and it can be structured, semi structured and unstructured (Denzin and Lincoln, 2003). Questionnaire was used for in-depth interviews⁵⁵ (IDIs) with members of the community in this study.

Qualitative research offers compelling descriptions of qualitative human world. In addition qualitative interviewing can provide us with well-founded knowledge about conversational reality (A. Schwandt, 2007). Research interviewing is thus a knowledge-producing activity. Qualitative research interviewing guides how a question is asked and characterized in the form of knowledge (Gomm, 2004; Kvale and Brinkmann, 2009).

In-depth interviews bring individuals together to discuss a particular topic or range of issues and they are commonly found in communication studies, evaluation and

⁵⁴ KIs, Key Informants, In this study the experts in the field of communication and community development were taken as Key Informants.

⁵⁵ In-depth interviews, IDI in social science the IDIs are conducted with individual respondents in any research.

organizational research (Schwandt, 2007). Usage of interviewing to acquire information is common as we live in an “interview Society” (Denzin and Lincoln, 2003).

The structured questionnaires and face-to-face interviews are taken as major approaches during data collection in this study. These approaches are considered to be necessary as respondents are working in NGOs and living in communities. Face-to-face interviews are employed because firstly they are appropriate as circumstances prevent employing direct observation of the respondents, secondly it facilitates probing for more details and thirdly additional information can be ascertained through body language (Wiseman, 1999).

The questionnaire provides a framework to have In-depth Interviews (IDIs). Therefore, the questionnaires were filled by conducting formal IDIs with NGOs employees and community members. Prior to data collection various meetings with organizations were also conducted to discuss the purpose of the study with their management. In these meetings the procedure was explained and modalities were cleared to the leadership of both NGOs. Only those who were sampled as respondents were requested to stay with the researcher for IDIs. The observations were noted down in field note book.

5.2.2 Secondary Data sources

Secondary data was collected from the studies conducted by others scholars and it was collected and analyzed prior to the primary data collection i.e. during the field research for data collection and after the field work. Before proceeding with data collection the researcher spent substantial time in reviewing the literature. It was done by consulting

relevant textbooks, reports, articles and journals. The researcher benefited a lot from the contribution made by internet service. The resource center of Asia Europe Institute and Zaba Library were also used for the secondary data collection on the subject and Malaysia.

The main libraries of University of Sindh and University of Karachi were used for data collection on Pakistan. Both the selected NGOs (FRHAM and HANDS) provided their printed material, research reports, progress reports and other related literature.

Moreover, while conducting the research study, relevant documents on NGOs, community development, communication and community participation were extensively reviewed. Gilbert (2005) states that in thesis writing stage secondary data plays a significant role particularly in making links between actual field observations and available literature. The main purpose of this study focusing on community development and outreach in various Malaysian and Pakistani cities was to maximize the understanding of circumstantial and background factors that may shape the study. The researcher participated in four conferences namely ‘National Conference on Community Development, Sustainable Development and Role of CSOs’, ‘Social Development Issues of South Asia’ and ‘Poverty and Education problems of Pakistan’.

These workshops were organized by IPS (Institute of Graduate Studies), Asia Europe Institute, Faculty of Education University of Malaya, HANDS Institute of Community Development, University of Karachi and different other organizations. These seminars and workshops were relevant to role of NGOs, community development, importance of

communication and community participation, academic writing and usage of supportive software in the research study.

Secondary sources such as library research, official reports, process guidelines, published books, strategic plans, NGOs' reports, profiles and history, unpublished work, research journals, policies, strategies, Standards Operating Procedures⁵⁶ (SOPs), communication systems/protocols, and working papers were also utilized during this study.

5.3 Field Research

The fieldwork is often discussed more as a set of tools rather than being a way to describe in relation to others. 'This is partly due to connotations associated with the term 'fieldwork' coupled with the lingering legacy of logical empiricism that stresses importance of method in defining scientific inquiry' (Gomm, 2004 p.39). In other words, field work is traditionally defined as a particular kind of labor or work, where one engages in producing desired results (Russell, 2000). 'The labor in field work requires optimum knowledge and set of procedural or tool skills used to solve the puzzle of understanding human actions' (Schwandt, 2007 p.76).

Field research is appropriate when research questions involve learning, understanding, and describing a group of interacting people. Field researchers study specific people in a particular location or setting and this approach has also been used to study entire

⁵⁶ Standards Operating Procedures (SOPs), the procedures which are placed in organizations. These are also called the code of conduct and include the policy documents.

communities (Neuman, 2007). The field visits provides opportunities to know communication and participatory approaches in the community. Researcher got the list of locations where the projects are being run by the NGOs. The plan of data collection was shared with the NGO management. However, these both NGOs facilitated to the researcher while conduction of research in the field. Observations were made during field survey. During field visits before conducting the interviews, consent forms were filled and endorsed by respondents. SPSS ⁵⁷software and Ms Excel are used for quantitative data analysis.

5.4 Research Framework

According to the research framework the study was divided into five phases: conceptualization of the idea, research strategy, data collection and its analysis, writing the thesis and revising, formatting and documentation.

Table 5.1 shows the phases of the research. In the first phase researcher conceptualized the entire study with the support and guidance of supervisor. Second phase was included research strategy. Third phase was the most important phase in which researcher collected the data. After the data collection fourth phase was initiated. Then in phase five several revisions was made according the format or outline of University Malaya. Moreover, citations, references and proper organization of the thesis wad made carefully.

⁵⁷ SPSS, Statistical Package for Social Science. It's a data analysis software that is used for analysis of social science related research.

Table 5.1: Research Framework

Phase – 1 Conceptualize idea	Phase – 2 Research Strategy	Phase – 3 Data collection and Analysis	Phase – 4 Writing the Thesis	Phase -5 Revising, Formatting, and Documentation
Develop proposal Present proposal Approval of proposal	Research plan Find sources Thesis Outline	List of all NGOs was collected from concerned departments working in Malaysia and Pakistan. Identify the potential NGOs Correspondence with the NGOs Getting approval for the research study Development of Questionnaire Testing the questionnaire Validating the questionnaire Conducting the survey. Data feeding Data analysis	Focusing on and organizing data. Writing thesis Summarizing Making recommendations Conclusion Draft submission	Revising Formatting the thesis Citing sources.

5.4.1 Phase 1: Conceptualization of the Idea

The first step of the research study is to conceive the idea and selection of the study topic.

The topic was discussed with supervisor prior to development of the research proposal.

Various modifications were made as per given feedback on the first draft submitted to the supervisor. After updates the research proposal was then submitted at the Institute. The administration department of the institute arranged a forum where the researcher presented the proposal. Thus, valid and worthwhile suggestions were given to conduct further study. After that forum few modifications were again made in the proposal and afterward the proposal was finalized.

5.4.2 Phase 2: Research Strategy

The second step strategizes the processes involved in developing the thesis. A plan was drawn and followed through systematic procedures to outline the diverse activities of research writing. Next, a schedule was set to allocate available time for carrying out all the necessary work. Keeping the research objective and questions in view further study was initiated. Subsequently, secondary literature search was carried out consisting of both print and electronic resources. After getting equipped with adequate knowledge on the subject, the researcher further planned to develop the questionnaires.

5.4.3 Phase 3 Data collection and Analysis

A questionnaire was developed for key informants (KIs). After finalization of the questionnaire a list of experts in community development and communication was prepared. The experts were selected on the basis of specified criteria (refer to Table 5.3). Later they were contacted and briefed on the purpose of the study. The In-Depth Interviews (IDIs) were conducted with their consent, convenience and availability. This part of the

study was significant and the data obtained was used to develop the questionnaires and provide a base to the research.

The researcher then collected lists of all registered NGOs from concerned departments who are serving communities in Malaysia and Pakistan. In addition potential NGOs were identified on the basis of working sectors and intervening communities. The correspondence started with sharing a covering letter by the university addressed to NGOs' heads in which they were requested to cooperate with the researcher. The purpose of the study and a brief introduction were shared with heads of the selected NGOs.

After getting approval for conducting the research study, the questionnaires were delivered to the personnel in charges of selected NGOs. Subsequently the IDIs were carried out with respective individuals of NGOs and community members (see section 5.9.2.5 of this chapter). Details of the survey are elaborated in the next part 5.9 of this chapter. The data was then analyzed by using SPSS and Ms Excel. The data analysis and research findings are discussed in chapter six.

5.4.4 Phase 4: Writing the Thesis

This part of the thesis is built on the basis of information gathered from both primary and secondary researches to develop the chapters. A major concern in writing the thesis was focusing on the main idea while at the same time providing the link among chapters to ensure adequate flow from one chapter to another. In other words, forging relationship among ideas is significantly important in presenting the chapters. The sequences of

chapters need to be conveyed clearly for readers to comprehend the subject matter. As the focus of this research remains on communication and community development, both concepts are linked with each other throughout the study.

5.4.5 Phase 5: Revising, Formatting and Documentation

Revising, formatting and documentation constitute the final phase that is important to minimize carelessness and redundancy of ideas. The chapters were strictly reviewed for grammar errors and flaws in sentence structures. University Malaya's format of thesis writing was followed throughout the study.

5.5 Geographical location of the Study

The research study was conducted on two selected NGOs, one in Malaysia and the other in Pakistan. In-Depth interviews (IDIs) were conducted with experts in the field of community development and communication from both countries. The research study was carried out at Subang Jaya Selangor State Malaysia and District Malir of Karachi in Pakistan. The main purpose behind the selection of these settings is that both areas are near to international cities as e Subang Jaya shares boundaries with Kuala Lumpur and District Malir with Karachi.

Moreover, FRHAM and HANDS both are running their projects in almost similar sectors. These projects are focused on sexual and reproductive health in communities. While following the ethical considerations the researcher obtained permission from the

management of both the selected NGOs prior to conducting the research. After their consent was given the study was carried out with the help of office based staff in the NGOs and communities where the projects are implemented.

5.5.1 Subang Jaya, Malaysia

Subang Jaya is a suburban city in Klang Valley, Selangor, Malaysia. The distance of Subang Jaya from Kuala Lumpur city center is about 25 Kilo Meters (KMs). Subang Jaya is comprised of the three southern districts of Petaling, making it the 5th most populous city in Malaysia (Subang Jaya) covered by this study(www.malaysia//subang+jaya/information)



Figure 5.1: The Map of Subang Jaya, Selangor Malaysia.

Source: <https://www.skyscrapercity.com/maps=subang+jaya/imageshack> Accessed on 12 January 2013

Figure 5.1 shows that Subang Jaya is located in the center of Petaling Jaya, Puchong and Shah Alam. The area hosts diversified ethnic groups.

5.5.2 District Malir Karachi Pakistan

District Malir is the administrative part of Karachi Division in Sindh province of Pakistan. The district shares boundaries with District Thatta, Jamshoro, Dadu of Sindh Province, and Lasbella of Balochistan province. Malir is an agricultural district and mostly covers rural areas. It is located in the Northern and Eastern part of Karachi Division.

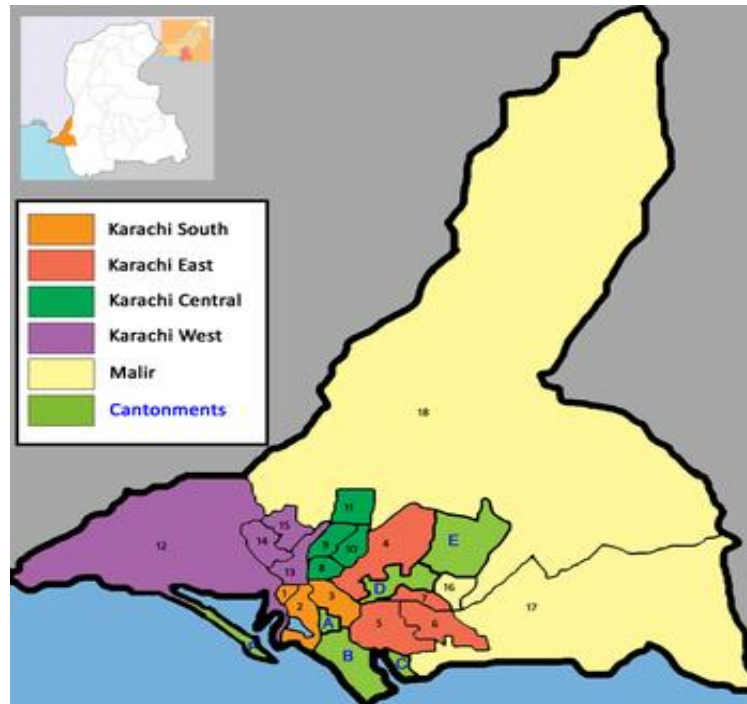


Figure 5.2 The map of District Malir Karachi Pakistan

Source: <https://www.google.com.pk/search=district+malir+karachi+map=Karachiadmin>.
Accessed on 25th January 2013

Figure 5.2 shows the largest district of Karachi. There are many agricultural lands, coastal areas and arid zones. District Malir is among the thickly populous districts of Karachi

division hosting Sindhi and Baloch as overwhelming majorities along with Pashtuns, Punjabis and Muhajirs as minorities.

5.6 Population of this study

As mentioned earlier the Key Informants (KIs) in communication and community development fields from both countries were interviewed ($N = 5 + 5 = 10$). The professional staff of NGOs ($N = 10 + 10 = 20$) and community members ($N = 100 + 100 = 200$) who are served by respective NGOs in above mentioned locations (refer to table 5.3) were interviewed. Key Informants (KIs) were selected through purposive method. NGO employees and community members were selected through random sampling. However the Community members were targeted and classified specifically those who are beneficiaries of the projects run by the NGOs. The members of the communities who were selected had to have received the services of the respective NGOs for more than one year.

5.7 Common Grounds and Characteristics

FRHAM and HANDS run various projects in communities but only similar projects were selected for the study. The working structure and departmental divisions in both FRHAM and HANDS appear to be almost the same. The common characteristics of both organizations have been stated in chapter three, section 3.6. Table 5.2 illustrates the working structure of both NGOs. Two key components are given in the table 1) Structural combination and 2) departmental comparison.

The structural combination refers to the designations of officers who work in the organizations. The departmental comparison means the departments that exist in the organizations. The structural setting and departmentalization are organizational mechanisms. The table represents common characteristics in both NGOs, where only small differences in designations and the departments can be seen.

Table: 5.2: Working structure and departmental combination of FRHAM and HANDS

FRHAM	HANDS
Structural combination	
Officials/Principal office Bearers*	Members of Governing Board
Executive Director	Chief Executive
Heads of Departments	Heads of Programs*
Professional office based and field staff	Professional office based and field staff
Communities	Communities
Departmental comparison	
Administration	Administration and Operation
Finance, Account and Supplies	Finance and logistics
Resource Development	Resource Mobilization
SRH Training Center	HANDS Institute of Community Development (Human & Institutional Development)
Media and Publication	Information Communication & Resource* (ICR)
Family Planning and Reproductive Health	Health Promotion Program*
Evaluation & MIS (Management Information System)	Monitoring, Evaluation and Research
Advocacy	Advocacy

Table 5.2, continued

Youth and Community Education	Social Mobilization and Education & Literacy*
Women's Development*	Gender and Development

*Principal office bearers are similar to board of director who lead the whole organization.

*Heads of Programs, in HANDS the term program is used for department.

*Information Communication and Resource, the department is responsible for media and publication.

*Health Promotion program, all family planning projects are implemented under the health promotion program.

*Social mobilization and Education & Literacy, In HANDS both programs are responsible for youth and community education.

*Women's Development, in FRHAM the women development program has the mandate to look after gender related issues and manage the project on the subject.

5.8 Research Design

Research is a careful search, capable of withstanding close examination for information which can be used to produce new knowledge or enhance existing knowledge (Pole and Lampard, 2002). The aim of the study is to establish relationship of communication with participation. In addition an association between communication and networking, knowledge and information sharing and employee and community participation is made. Practices within the organization and with communities are also explained. However, communication and networking, knowledge and information sharing and community participation are observed in second part of the study (see section 6.4 Chapter Six).

The questionnaire had mainly close ended and very few open ended questions. Observations made were noted in a note book. Random mechanisms that assure selection is independent of subjective judgments (Bickman and Rog, 1998). In this case however, the selection of NGO professionals and community members was made randomly during the study. 'The statistical theory states that the most reliable way of obtaining a representative

sample is to use random sampling whereby each case, whether state be an individual, household, or organization, has an equal probability of being selected' (<http://www.studentsofferingsampling.ca>) Moreover, 'the objective is that the measurement of a particular variable can be generalized, with a calculable degree of confidence, to the population from which the sample was drawn' (Elliot and Ellingworth, 1997 p.21).

5.9 Sample Size and Sampling Techniques

There is a large number of sampling strategies to choose from, depending on the size and accessibility of the population (Lune, S. Pumar et al. 2010). The purpose of sampling is usually taken to study a representative subsection of a precisely defined population in order to make inference about the whole population (Gilbert, 2005). Sample units were chosen based on their representativeness of some smaller units of wider population (A. Schwandt, 2007). Sample design and execution require careful consideration of the goals of the research and the resources available to carry out the study.

In this study a simple random technique was applied in selecting officials and community members. Further details are mentioned in section 5.9.2. According the Creative Research Systems and Survey System Software Solution's Calculator the employees sample size up to 25% is considered valid. While in community survey a sample size of 10% is acceptable. In this research study more than 30% validity with NGO employees and in community survey more than 37% was ensured. Moreover, the decision about the sample size in this

research study was made on the basis of factors such as; financial resources, necessary degree of precision and time available.

The total number of respondents selected from Malaysian NGO; executive/ governing board members were two out of five (40%), middle management officials- three out of five (60%), field team employees- five out of five (100%) and community members -100 out of 270 (37.3%). Participants selected from Pakistani NGO made up two out of six (30%) of the executive/ governing board members three out of six (50%), of the middle management five out of five (100%) of the field team members and community members made up 100 out of 250 (40%). In this way a total 20 NGO officials participated in the study ($n = 10 + 10 = 20$) ten from each NGO.

Table 5.3 below represents the sample size of the study. Ten key informants ($n = 5 + 5 = 10$) five from each country (Malaysia and Pakistan) were selected. The selection of Key Informants was made on the basis of their experience, expertise and qualification. However, considering the time and convenience of the researcher only ten respondents were interviewed. The details of key informants are also given in table 5.3.

Table 5.3 illustrates the percentage and description of the respondents. In order to select respondents from communities, 200 community members were selected ($100 + 100 = 200$) accordingly. The table demonstrates data collection method and instruments used in the research.

5.9.1 Sample size

Sample size of the study and details of respondents are mentioned below.

Table 5.3 Distribution of the Sample

S/#	Category	Method	Instrument	Malaysia	Pakistan	Total
1.	Key informants Interviews					
1.1	NGO head	IDI	Questionnaire	01	01	02
1.2	NGO Activist			01	01	02
1.3.	Expert in Community Development Field / Academician			01	01	02
1.4.	Expert in organizational Communication			01	01	02
1.5.	Officer from the regulatory authority			01	01	02
2.	NGO Professionals					
2.1.	Top Management (Members of BOD or Executives)	IDI	Questionnaire	02	02	04
				Total: 5 Prop*: 40%	Total: 6 Prop*: 30%	Total: 11 Prop*: 36.44%
2.2.	Middle Management (Managers)			03	03	06
				Total: 5 Prop: 60%	Total: 6 Prop:50%	Total: 11 Prop: 54.54%
2.3.	Field teams (Field workers)			05	05	10
				Total: 5 Prop:100%	Total: 5 Prop:100%	Total: 5 Prop: 100%
3.	Community					
3.1.	Community/Beneficiaries (Community Members)	IDI	Questionnaire	100	100	200
				Total:270 Prop: 37.03%	Total: 250 Prop: 40%	Total: 520 Prop: 38.46%
Total				115	115	230

*Sections in questionnaires: NGO Professionals: A)Personal profile, B)Communication and Networking, C) information and knowledge sharing C)Employees Participation and D) Community participation Practices Community Members: A)Personal profile, B)Communication and Networking, C) information and knowledge sharing and C) Community participation. Consent form was endorsed by respondents prior to filling the questionnaire.

* Prop – Proportion

5.9.2 Sampling Techniques

5.9.2.1 Sampling of NGOs

The formula of stratified sampling is ($x_1 = n/K$ males, $x_2 = f/K$ females) is used in the research study. The stratified sampling technique refers to the selection of two or more respondents on the basis of comparable characteristics. Therefore, this technique was utilized to select these NGOs from both countries. Two NGOs were selected (FRHAM from Malaysia and HANDS from Pakistan). Similar features were matched as mentioned above (*see 5.6 common characteristics*).

5.9.2.2 Sampling of Research: Geographical Area

Both areas were selected on the recommendation of selected NGOs. After discussion with the management of NGOs, Subang Jaya from Selangor State Malaysia and District Malir in Karachi Pakistan were selected as the geographical area for the research. The researcher examined employees and community members' participation in NGOs' projects.

5.9.2.3 Sampling of Experts

While conducting interviews with experts purposeful sampling method was employed. Five experts or Key Informants (KIs) from each country were selected. Hence, targeting selected respondents that are likely to be experienced and information-rich should contribute to this study. It was important that the KIs knew the role of NGOs problems and gaps in communication in their respective NGOs.

Community development is a vast field of study and expertise. Therefore, while conducting interviews with Key Informants the interviewee should be well versed. On the basis of their expert opinions a questionnaire was developed.

5.9.2.4 Sampling of Staff

Simple random method was applied while conducting IDIs with professionals from the NGOs. The list of staff members and of the leadership Managerial Staff and Field staff was collected. . A list of 32 officials from both NGOs was collected and 20 respondents were selected. Their names were written on different cards. Later the cards were shuffled a number of times and then the cards were drawn randomly for the collection of data from employees.

5.9.2.5 Sampling of Communities

A simple random method was also employed in selection of respondents from the community. The list of beneficiaries was collected from the management of the NGOs. The total number of community members were 520 and 200 respondents were selected. The names were written on different cards. After that the cards were shuffled a number of times and then the cards were drawn randomly.

In Malaysia the researcher was not fluent in *Bahasa Malayu*, so in communities an interpreter accompanied the researcher in data collection from the field. However, staff members of NGOs are well versed in English so there was no problem faced in communicating with them. Similarly, in Pakistan the professional staff can easily understand and communicate in English but communities can only understand and speak *Sindhi* and *Urdu* languages. The researcher is fluent in both these languages.

5.10 The Respondents

A survey often begins by identifying a number of individuals considered as representatives of the group to be studied and deciding what questions they would be asked (Scarbrough and Tanenbaum, 1998). In this research, before conducting the study a qualitative survey was conducted in both countries. Five experts from each country were selected which included a (1) professional from the NGO, (1) community activist (1) academician (1) expert in organizational communication and (1) an official working in the regulatory body.

The quantitative survey method was used to conduct the survey in NGOs and communities. The respondents hold varying positions in their respective organizations i.e. board members, executive, managers, departmental heads and field staff. The survey was conducted in three different layers of the NGOs hierarchy including top, medium and bottom. Members of the communities were selected as a source of data collection, since they are also key stakeholders in any development project.

5.11 Questionnaire Design

Generally more information can be collected if a researcher asks questions and notes down answers in a notebook (Gomm, 2004). It is important for researchers to be aware of how certain types of biases can arise as a result of items in a questionnaire (Bulmer, Gibbs et al. 2010). The format of a questionnaire is as important as the nature and wording of the questions (Babbie, 2007). An improperly laid out questionnaire can lead respondents to miss questions, confuse them about the nature of desired data, and even lead them to throw the questionnaire away (Babbie, 2007). Before, starting work on developing a questionnaire, the researcher should decide the approximate length and the nature of the questions (Rhodes, Malow et al. 2010). Surveys generally require identical question wording for each respondent so that reliable results and comparable information is obtained from each respondent, and this also facilitates in data entry and statistical analysis (Gilbert, 2005).

A general questionnaire was developed to see the actual problems in NGOs in respect of community participation and an open-ended questionnaire was designed to conduct the interviews with key informants. On the basis of the findings from these interviews the questionnaires for NGO professionals and community members were drafted.

The questionnaires were discussed with the supervisor, then reviewed and validated by academicians in the University of Malaya and other universities in Malaysia and Pakistan.

Then final versions of the questionnaires were developed. In the questionnaires research objectives, research questions and theoretical framework were particularly addressed

Three questionnaires were developed for the data collection to cover respondents including KIIs (see appendix F), Professional staff of NGOs (see appendix G) and community members (see appendix H). The number of sections varied from questionnaire to questionnaire. Later on the questionnaires of the communities were translated to *Bahasa Malaysia* for Malaysian respondents (see appendix H-1) and *Urdu* (see appendix H-2) for Pakistani respondents.

The researcher personally conducted the interviews through IDIs in order to ensure the reliability in data collection. First the purpose of the study was explained to respondents and a consent form (See appendix E) was shared and signed by the respondents. As mentioned above, the target population for the study included Executive/ Board members (top leadership), Mid-level managers (management of NGO), field workers and community members. The primary function of the study was to determine the system of communication to ensure community participation in NGOs' projects.

The distribution quota of questionnaires was based on the number of employees in the organization. The distribution was made based on the sampling frame (see Table 5.3). All the respondents were informed about the purpose of the research. . Participants were informed that their input was confidential. The filled questionnaires were collected by the

researcher. The researcher remained until the respondent filled the questionnaire and clarified different questions raised by the respondents.

The first section of the questionnaire consists of demographic data of the respondent including name, gender, designation, name of the project, organization, place, province/state, country and respondents' contact details such as contact number and Email address for cross verification. The researcher presented this portion as the first or cover sheet of the questionnaire. The remaining sections demand the respondent to evaluate knowledge and information sharing on the internal and external organizational communication system and community participation practices.

During the pilot test and entire data collection process various languages were used such as *Sindhi*, *Urdu*, and English by the researcher and *Bahasa Malayu* through an interpreter.

5.12 Validity and Reliability of Research Instruments

Researchers have developed two key criteria to evaluate the designs; these are validity and reliability (Lune, S. Pumar et al. 2010). Nonetheless, Validity is an overused term (Kvale and Brinkmann, 2009). Sometimes, it is used to mean “true” or “correct.” There are several general types of validity and reliability such as dependability or consistency. Researchers use a variety of techniques (e.g., interviews, participation, photographs, document studies, etc.) to record their observations consistently (Neuman, 2007). K. Denzin and S. Lincoln (2002) state validity explains how the research study findings are matched with reality.

However, unreliability represents fluctuations in measures that are unrelated to the characteristics being measured, including intervention effects on these characteristic (Lune, S. Pumar et al. 2010). Some measurement errors are intrinsic that follow from the properties of measures. ‘Self-administered questionnaires, for instance, are influenced by fluctuations in respondents attention, motivation, comprehension, and so forth’ (Bickman and Rog, 1998 p.115).

Although it is rare to have perfect reliability, there are four general ways to increase reliability of measures including (1) clearly conceptualize constructs, (2) use a precise level of measurement, (3) use multiple indicators, and (4) use pilot-test (Neuman, 2007).

The reliability test was done to ensure the consistency and reliability of sections. A pilot test was also conducted for the same purpose. The pre-test of questionnaires was done with the key informants and with employees in the organizations and community members (see table 5.4).

5.12.1 Pilot Study

The researcher tested the questionnaires through using them in a pilot study. Table 5.4 illustrates the details of the pilot study conducted. The questionnaire was tested with one Key Informant, two NGO employees and five community members.

Table 5.4 Pilot testing of questionnaires

Questionnaire	Pilot test of the questionnaires
Key informants on the subject	One
Professional staff members of NGOs	Two NGO professionals
Community members	Five community members

Before testing the instrument consent forms were also filled by the respondents to ensure research ethics. The preliminary survey addressed various aspects including (1) whether each item was understood (2) whether the terms mentioned in the questionnaire were appropriate (3) whether there was a need for the respondents to ask for more clarification and explanation (4) whether there was any ambiguity (5) the extent to which contents of questionnaires were clear, comprehensible and specific to the study (6) whether respondents were interested or otherwise in the questions asked (7) the time taken to interview an individual (8) the absence or presence of variance in respondents' answers and (9) the convenience or inconvenience in terms of time felt by the respondents.

5.12.1.1 Results of Pilot Study

On the basis of the findings or results of the pilot study the questionnaires were revised again. Before conduction of pilot test the variable in the KIIs were 19 but after the testing questionnaire the same was revised and five variables were merged and finalized with 14 questions. Concerning to the questionnaire for employees total variables were 84. The questionnaire was too long and lengthy. After testing the questionnaire it was realized that it should be revised. However, only 60 variables were finalized. Similarly, the

questionnaire for communities had also long list of questions 77, but after testing it the researcher revised the same and only 56 rational variables were finalized in the questionnaire.

Through conduction of the pilot test it was learnt that the questionnaires of communities should be translated in the local languages. However, the questionnaire was translated in two languages; Malay for Malaysian communities and Urdu for Pakistani communities. The final version was discussed with the supervisor, academicians and NGOs' practitioners. After that these questionnaires were used as an instrument for field research.

5.12.2 Key Components of the Questionnaire Used in Data Collection

5.12.2.1 Key Informants

The key informants were selected on the basis of their expertise and further details can be seen in chapter 5 section 5.9.1. Before selection of Key Informants Interviews (KIIs) their professional background and expertise were viewed carefully and only then were they selected for the purpose of the study.

- Role of NGOs in community development sector
- Organizational Information and knowledge sharing
- Communication system in NGOs
- Community participation
- Sustainability of the community development project
- Expert opinion for improvement of role of NGOs

Initially the interviewees were briefed about the study. Then in order to follow the ethical consideration of the study a consent form was filled and got signed from them. Later on they were asked about their educational background, current position, and length of work experience in communication and community development sectors. This information helped in understanding the interviewees' personal and professional background. Then the interviewees were asked the listed questions. The questions focus on communication, community participation, project sustainability and the best communication models in the development sector.

The intention was to acquire information on different communication channels that are used by development organizations to mobilize and render community development services; how they pursue communities; what is the level of community trust in NGOs; what is the perception about NGOs among communities; knowledge and information sharing; and the level of response that NGOs get from communities. All the responses were noted, recorded and summarized as below.

5.12.2.2 NGO employees and community members

The analysis was made to examine basic characteristics of NGOs to determine their communication system at organizational and community level. The analysis is useful in providing strengths and areas of improvement to the organizations assessed and it also enables them to improve their performance, productivity and capabilities. The following are the core aspects of the study:

Professional Staff of NGOs

- Communication and linkages
- Organizational information and knowledge sharing
- Employees' participation
- Community participation practices of NGOs

Community

- Communication and networking
- Knowledge and information sharing
- Community participation

5.13 Ranking Scale

‘Ranking scales are used to measure attitudes, opinions and to record direct observations and assessments among available degrees of agreement and disagreement’ (Colton and W. Covert, 2007 p.84). A Ranking scale is a form of close questions which can be valuable when trying to ascertain the level of importance of any number of items. A list of choices is provided and the respondent or interviewee is asked to rank them accordingly (Gilbert, 2005). Likert Scale is a common part in those researches where questionnaires are used. It is a widely used approach to scale answers in surveys.

Likert scale is a rating scale actually (Rensis, 1932). The Likert scale introduced ever-popular 5 (five) points scale naming Strongly Agreed, Agreed, Neutral/Undecided, Disagree and Strongly Disagree (H. Russell, 2000). ‘Likert’s method was used to take a long list of possible scaling items for a concept and find the subset that could measure

various dimensions' (H. Russell, 2000 p.113). It helps in face-to-face interviews and allows the respondent to look at prompt card showing the choices (Gilbert, 2005).

The Likert scale is used as rating measure in questionnaires of NGOs' professionals and community members. The respondents were asked to answer by indicating their level of agreement or disagreement with statements on the basis of a five-point Likert-type scale. The possible scores range from the lowest 1 = "strongly Disagree" to the highest 5 = "Strongly Agree".

5.14 Data Collection Procedures

'Data is collected within the conceptual schemes and by various means that are deemed appropriate to serve particular purposes and answer specific questions' (A. Schwandt, 2007 p.26). The primary purpose for obtaining access to any site is to be able to collect data from or about people. The research should not assume that access ensures the target subjects would show interest to participate in the study. Moreover, the research should be skeptical regarding assurance from management concerning others' willingness to participate in a study (Bickman and Rog, 1998 p. 185).

Data collection process in the study included;

- 1) Questionnaires and data collection schedule were discussed with the NGOs' management.
- 2) The data collection activities started with the professional staff and then their communities.

- 3) The researcher kept the data collection instruments (questionnaire) and consent forms.
- 4) The researcher ensured the questionnaires were filled properly by respondents and clarified where there was any confusion raised.
- 5) Research ethics and ethical consideration (see section 5.16) of the study were strictly followed.
- 6) All filled questionnaires were kept so that the data feeding would be easy.
- 7) Field notes were taken and documented appropriately.

5.15 Data Analysis

‘Analysis of available data often requires scientific operations and norms, whereas the rules and formal procedures of a scientific methods are used to functionalize the scientific model’ (L. Baker, 1999 p.98). In order to conduct any research and collect data for subsequent analysis and interpretation, it is necessary to gain access to sources of data (Gilbert, 2005 p.275).

‘Sometimes, data analysis can be a mystery and to gather interviews, select documents or make observations remain very complex’ (Silverman, 2011 p. 55). Recorded observations, in textual or numeric form are called research data that include (literally) direct observation, interviews, surveys, paper-and-pencil instruments such as test, field notes, and so on (H. Russell, 2000 p.39).

‘In-depth interviews can be structured or unstructured’ (A. Schwandt, 2007 p.106). Open-ended interviews, field notes, focus groups and historical archives all yield as unstructured data, whereas questionnaires are multiple-choice tests that produce structured data (A. Schwandt, 2007 p.81). The use of existing data compared with collecting primary data has the advantage of lower costs and time saving but it may also entail managing a large amount of flaws and/or inappropriate data and in some cases, these data exist in formats designed particularly for research purposes (Bickman and Rog, 1998).

A number of data analysis methods were used to carry out this study. ‘For the analysis of repeated measures at different time points or when using the summary statistic approach with or without pre-randomization measures, almost any piece of current statistical software is proved sufficient’ (Sarantakos, 2007p.88).

The researcher used SPSS version 16.0 for quantitative data analysis and qualitative data was handled manually. After the data collection, all the data was entered into SPSS software for further analysis. The data was also transferred in Ms Excel spreadsheet for graphical presentations.

5.16 Data Analysis Techniques

The data exploration was performed to ensure data accuracy, response rate, and inter-rater reliability, and testing statistically assumptions (normalcy, linearity and correlation); the findings of this study are presented in the next two chapters. In chapter six data analysis adapts a two-pronged approach by making use of the qualitative and quantitative methods.

Descriptive statistics can be produced through SPSS descriptive and frequencies commands. ‘Descriptive command is usually applied to continuous variables, while frequencies are also able to produce various descriptive statistics in addition to frequency tables and drawing histogram and box plots’ (Park, 2008 p.91).

5.16.1 Correlation Analysis

The correlation analysis provides the basic understanding of relationship between variables; multiple linear regressions provide the chance for careful examination of the relationship of many independent variables with one dependent variable (Bickman and Rog, 1998).

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

5.16.2 Multiple Linear Regression Equation

One simple measure of the efficacy of regression for the prediction of Y is the Pearson correlation between true value of the target variable Y and the estimated Y obtained by substituting the corresponding values of $X_1, X_2 \dots X_p$ into the regression equation variables (Kinnear and Gray, 2009 p. 457). The correlation between Y and Y is known as the multiple correlation coefficient R notice that the upper case is used for the multiple correlation coefficient, to distinguish it from the correlation between the target variable and

any one independent variable considered separately variables (Kinnear and Gray, 2009 p. 457).

The Regression analysis reveals a variation in the dependent variable with the entry of every independent variable (Sarantakos, 2007). One type of regression analysis is linear and the other one is multi-linear analysis. Regression analysis is used to find equations that fit in the data. Statistical model can be used to make predictions once we have the equation. 'When a correlation coefficient shows that data is likely to be able to predict future outcomes and a scattered graph of the data appears to form a straight line, statisticians may use linear regression to find a predictive function. If you recall from elementary algebra, the equation for a line is $y = mx + b$; where y is dependent variable and x is independent variable' (Bickman and Rog, 1998 p.162).

5.17 Ethical Considerations

In research studies ethics are a set of moral principles (Gomm, 2004). Gilbert (2005) states research ethics also reveal what to do in the study and what not to do. There seem to be a consensus on philosophical basis concerning research ethics although practically there is no preferably ethical research and it implies to some extent that research studies have elements that are inherently unethical (Scarbrough and Tanenbaum, 1998; Pole and Lampard, 2002).

Ethical principles were properly followed. Respondents were asked for participation in the study and prior to this the researcher confirmed with the respondent whether they were comfortable with the time and the subject. Only with their agreement the IDIs began.

The primary concerns were to minimize the physical and psychological burden on respondents. Later the respondents were briefed plainly on the purpose of the study and they were assured the confidentiality of the data and information furnished. Consent forms were developed and shared with them at the time of data collection (see appendix E).

‘The reasons behind the fact that ethical research is difficult to justify in general, is that it depends on the existing situation and follows that the researcher adhered to ethics such as consent, confidentiality, anonymity and burden to participants’ (Brown, 1999 p.47). Thus, the researcher asked for permission from NGOs prior to undertaking the research study and the management was told that the study would only be used for academic purpose.

5.18 Limitations Encountered

The scope and several minor limitations in this research study are mentioned as follows:

- 1) It was observed that the researcher was not among the community and could be viewed as an outsider, so the respondents could have been to speak openly or to criticize the NGO.
- 2) Pakistani society seemed conservative. However, during the visit to villages of Pakistan few women were reluctant to respond. The social organizers of the

Pakistani NGO had good relations with community. One of the female social organizers encouraged respondents to participate. After that women of the villages participated in the study.

- 3) As mentioned earlier that the study only focused on communication and community participation so the views and project weaknesses were not covered or discussed during the data collection.
- 4) The information that was presented in the study was limited to response of questions only mentioned in the questionnaires.
- 5) The research study was limited to these two locations only, those were selected for the study.

5.19 Summary

This chapter presented the research design and methodology that was employed in the study. It covers the scope of study, data sources, and geographical locations for the study, development of questionnaire, pilot study, sample size, sampling techniques, data analysis, validity and reliability, data analysis, limitations of the study and ethical considerations. Reliability and validity were considered important components of this study. The study plan was developed carefully and also discussed.

CHAPTER SIX

RESEARCH FINDINGS

6.0 Introduction

This chapter includes both the description of participants, and the research findings. The research findings include primary data analysis. Findings are arranged according to the research question and objectives. Qualitative data analysis is done manually and presented in the first section. The quantitative part of the data concerning the professionals and community members is presented in tables, graphs and the narrative description is provided in section 6.4. The statistical analysis included, multi linear regression, ANOVA, correlations, validity and reliability. SPSS 16.0 version was used for data analysis. The chapter closes with the summary of results.

6.1 Purpose of the Study

The purpose of the study is to determine the degree of communication and knowledge sharing with employees within the organizations and community participation mechanism in community development programs of NGOs. Indeed, it is the communication that triggers mobilization of community and ensures their involvement. The study correlated communication mostly with ensuring community participation. The key components of the research study are already discussed in chapter 5 (see section 5.11).

The study focused on the practices of the NGOs with respect to communication flow both within an organization and with the community it serves.

6.2 Interviews with Key Informants

In-depth Interviews (IDIS) were conducted with Key Informants Interviews (KIIs). Before conduction of the IDIs with them their professional background and expertise were viewed carefully. Purposive sampling method was used in this regard.

6.2.1 Demographic Profile of Key informants

The demographic profiles of Key Informants are shown on table 5.3. The interview process with the key informants gave structure to outline this research study. On the basis of the findings of KIIs most of the variables in the questionnaires were inserted. IDIs were conducted to acquire information from the development sector. Six of the participants were male and the rest were female. These were with communication experts such as key informants from ARROW⁵⁸, communication consultants⁵⁹, from FRHAM⁶⁰, ARHM⁶¹, Community Development Department of Malaysia and UiTM all in Malaysia and experts from the Health And Nutrition Development Society, Civil Society Resource Center, Social Welfare Department Govt. of Sindh Pakistan and University of Karachi from Pakistan. The open ended questionnaire (see appendix F) was used as an instrument for conducting in-depth interviews. The interviews were recorded. The purpose of recording was just to document the worthwhile responses of the key informants. Such recordings helped to the researcher while writing the research findings chapter.

⁵⁸ ARROW, The Asian-Pacific Resource & Research Center for Women (ARROW) is a non-governmental organization (NGO) based in Malaysia and working in 8 counties of the world. The organization is committed to promote and protect women's health rights, particularly women's sexuality and reproductive health.

⁵⁹ Communication consultant, expert in the communication field.

⁶⁰ FRHAM, *ibid*

⁶¹ ARHM, Association of Reproductive Health Malaysia. Previously FRHAM was known as ARHAM.

6.2.2 Role of NGOs in Community Development Sector

All the participants realized the positive role of NGOs in community development in both countries. The respondents also compared the role of NGOs with the government. One respondent commented that NGOs are playing a greater role than the government. He highlighted social change, awareness on various issues, and community development because of major initiatives achieved as result of interventions by the NGOs.

Extract 1..... “The role of NGOs in Malaysia with respect to mobilize communities and run advocacy campaigns is highly appreciable but in context to deliver services to the marginalized communities, government is doing its best” (Key Informant- 07, Malaysia, 17th February 2012)

Extract 2..... “NGOs are working well and they are trying to become the alternate of the government. Such kind of approach does not suit to NGOs in any developing country like Pakistan. There is strong need to create a climate of cooperation so the government and NGOs can complement each other’s work” (Key Informant – 03, Pakistan, 04th November 2011).

6.2.3 Organizational Information and Knowledge Sharing

While commenting on information and knowledge sharing in NGOs and with communities, the five respondents urged organizational information and knowledge sharing as the most important element for long term benefits and community involvement in social change process. All the respondents of both countries were of the view that there should be a clear picture of activities that any organization plans to perform in a particular community. There should be a clear flow of knowledge between the NGO and community where the NGO works. Knowledge and information sharing is also very important for cooperation and trust building;

Extract 3..... “So far knowledge sharing is fuzzy term in community development field. The concept of knowledge and sharing varies from organization to organization and person to person. Some organizations make it formal but mostly consider it informal with the perception that it evolves by itself” (Key Informant 06, Malaysia, 08th February 2012).

Extract 4..... “Interaction among the employees working together and communities living at one village have linkages with each other. Generally they perceive that each one is well informed about self. This is the reason that knowledge and information sharing mechanism cannot become effective. Despite they know everything but still sharing is significant” (Key Informant 02, Pakistan, 10th November 2011).

6.2.4 Communication Flow in NGOs

Most of the respondents had different opinions regarding communication flow and systems that are placed in development organizations.

Extract 5..... “Leadership qualities shape the flow of communication in NGOs” (Key Informant 08, Malaysia, 20th February 2012).

Extract 6..... “Mother tongue/ local languages should be adopted as mean of communication. Effective communication contributes when it is used as a tool in increasing community participation in development projects” (Key Informant 10, Malaysia, 27th February 2012).

Extract 7..... “The communication system must be consisted of mixed approaches i.e. mixture of horizontal and vertical, top-down and bottom- up flow of knowledge and information” (Key Informant 03, Pakistan, 04th November 2011).

Extract 8..... “Quality tools for communication such as Management information system, right to access of knowledge, quality data system, Emails and online video conferencing are the main components of information sharing and these lead to make effective communication” (Key Informant 01, Pakistan, 28th November 2011).

Extract 9..... “The communication flow is a two way process. NGOs alone are not responsible to share the knowledge and information but community members are equally responsible to do the same. NGOs might have equipped with plans, project activities, and approaches but unless the community would not have shared information about their customs, culture, language, community relations and even the community behavior, this two

way flow cannot become effective” (Interview Key Informant 05, Pakistan, 21st November 2011).

6.2.5 Community Participation

All participants emphasized and categorically specified that resource sharing is one of the most significant indicators of community participation and empowerment. The respondents admired the level of resource sharing between NGOs and communities. Generally it is perceived that communities rely only on receiving resources rather than sharing their own resources.

Extract 10..... “Resource sharing is the foundation of development process in any community; without resource sharing, NGO and community means nothing to each other” (Key Informant 10, Malaysia, 27th February 2012).

Extract 11..... “Sharing of resource in cash or kind is a reflection of level of trust, that a community has on any particular NGO” (Key Informant 07, Malaysia, 17th February 2012).

Extract 12..... “FRHAM earns more than 60% of its revenue from the sale of contraceptives and medicines through community interventions. If the product and program properly addresses needs then communities share their resource happily (Key Informant 09, Malaysia, 25th February 2012

Extract 13..... “Though resource sharing by communities is rare in the development projects but there are several successful stories of AKRSP⁶² in Northern Pakistan, HANDS in Sindh and OPP⁶³ in Karachi” (Key Informant 05, Pakistan, 21st November 2011).

Extract 14..... “When everything is provided by the government itself so why people of the country are required to share their resources in NGOs’ project, despite the NGOs receive sufficient funding from donor organizations” (Key Informant 01, Pakistan, 28th November 2011).

Extract 15..... “Sense of ownership can be enhanced through resource sharing in the development projects. Strong social mobilization in

⁶² AKRSP, Aga Khan Rural Support Program. This is community development program that runs in Northern areas of Pakistan under Aga Khan Development Network.

⁶³ OPP, Orangi Pilot Project is a nongovernmental organization founded by Dr. Akher Hameed Khan a well know community development scholar and practitioner. The organization is considered one of the successful role models of Pakistan.

communities is important to produce better results in ensuring community participation” (Key Informant 04, Pakistan, 24th November 2011).

6.2.6 Sustainability of the Community Development Projects

Seven respondents agreed that the sustainability of any project is a big question mark in the development sector. They mentioned that the sustainability of a project depends on fair participation by community members in the development initiatives. Three respondents mentioned that if members of a community realize that the project is theirs, it is for them and they have to take it as their own program then sustainability of projects can be ensured. Such thoughts enhance sustainability chances of a project.

Extract 16..... “Several environmental and consumer rights projects are run by the community itself in Malaysia with proper addressing the community issues. In Malaysia experience shows that if the community initiates any project by itself that becomes sustainable and durable” (Key Informant 06, Malaysia, 08th February 2012).

Extract 17..... “Generally, communities do not own interventions once the project ends. Experience shows that most of the projects could not sustain due to lack of community ownership⁶⁴. Sustainability can be ensured with fair community participation in each phase of project implementation” (Key Informant 03, Pakistan, 04th November 2011).

Extract 18..... “Various successful projects can be explored with sustainability in Northern areas of Pakistan. Evidently, where strong social mobilization process takes place, the probabilities of project sustainability are increased” (Key Informant 05, Pakistan, 21st November 2011).

6.2.7 Expert Opinion for Improving of Role of NGOs

Six respondents proposed that to make the role of NGOs more effective in terms of services they offer for community empowerment the NGOs should play their active part to address the genuine problems of communities.

⁶⁴ Community ownership, community ownership is the term that is used in the development sector and means that the community takes the lead in projects in their respective areas.

Extract 19..... “Community’s involvement in planning and implementation, information and knowledge sharing, and focus on community needs can make the role of NGOs more effective” (Key Informant 08, Malaysia, 20th February 2012).

Extract 20..... “Community and NGOs should be more close to each other. They must understand the issues and rely on equal partnership. If NGOs encourage communities to participate in their programs then in fact the culture of trust and cooperation would get strengthened” (Key Informant 09, Malaysia, 25th February 2012).

Extract 21..... “Communication is a tool to engage community members in its work. However, it should be understood that without proper way of communication no any organization can achieve its goal” (Key Informant 06, Malaysia, 08th February 2012).

Extract 22..... “Focus on community participation, reliance on local resources, philosophy of self-help, and development focused approach can make the role of NGOs more effective” (Key Informant 02, Pakistan, 10th November 2011).

Extract 23..... “Establishment of Regulatory Authority, code of conduct, sharing knowledge and information, and access to information are essentials for effective role of NGOs” (Key Informant 05, Pakistan, 21st November 2011).

6.3 Results of survey conducted with NGO Professionals

According to the research study plan, initially the data was collected from the employees of both NGOs. The results are discussed in the next section.

6.3.1 Demographic Profile of NGO Professionals

Table 6.1 shows the gender analysis of respondents. Total female respondents were 11 (55%) and male respondents were nine (45 %) who participated in the study.

Table 6.1: Gender analysis of respondents NGO professionals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	11	55.0	55.0	55.0
	Male	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

The total number of respondents was 20 from both organizations (see Table 6.2) in Malaysia and Pakistan.

Table 6.2: valid number of respondents

		Gender	Designation	Organization	Country
N	Valid	20	20	2	2
	Missing	0	0	0	0

6.3.2 Respondents of the NGOs

Table 6.3 indicates the designations of the NGOs' respondents (see section 5.9.1 and table 5.3). The participants include Chief Executive 5%, Executive Director 5%, District Manager 5%, District Project Manager 15%, District Project Associate 5%, General Managers 15%, General Secretary 5%, Head of Finance 5%, Health Officer 5%, Office Assistant 5%, program officer 5%, Assistant 15%, Senior Officer 5% and Training Officer 5%.

Table 6.3: Respondents and their Designation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Assistant	1	5.0	5.0	5.0
Chief Executive	1	5.0	5.0	10.0
DEM*	1	5.0	5.0	15.0
DPA*	1	5.0	5.0	20.0
DPM*	3	15.0	15.0	35.0
Executive Director	1	5.0	5.0	40.0
GM HR&ID* and Operation	2	10.0	10.0	50.0
GS*	1	5.0	5.0	55.0
Head Finance	1	5.0	5.0	60.0
Health Officer	1	5.0	5.0	65.0
Office Assistant	1	5.0	5.0	70.0
Programme Officer	1	5.0	5.0	75.0
Assistant	2	10.0	10.0	85.0
Senior Officer	1	5.0	5.0	90.0
SGM* Health	1	5.0	5.0	95.0
Training Officer	1	5.0	5.0	100.0
Total	20	100.0	100.0	

DEM: District Executive Manager, DPA District Project Associate, DPM District Project Manager, GM HR&ID General Manager Human Resource and Institutional Development, GS: General Secretary, SGM; Senior General Manager.

Table 6.4 shows the total number of participants (20); ten from each organization (50% from HANDS and 50% from FRHAM).

Table 6. 4: Organizations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid FRHAM	10	50.0	50.0	50.0
HANDS	10	50.0	50.0	100.0
Total	20	100.0	100.0	

6.3.4 Measurement of the questionnaire sections

There were four main sections of employee data analysis part including communication and networking, knowledge and information sharing, employees' participation and community participation practices in NGOs.

6.3.4.1 Communication and Networking

NGOs need to develop and use an effective communication and networking system with employees inside the organization and externally with communities so that the partnership of both segments can be strengthened in useful ways. A smooth communication and networking system leads to the employees and communities being more involved and motivated in the long run (Cem and Halil, 2010).

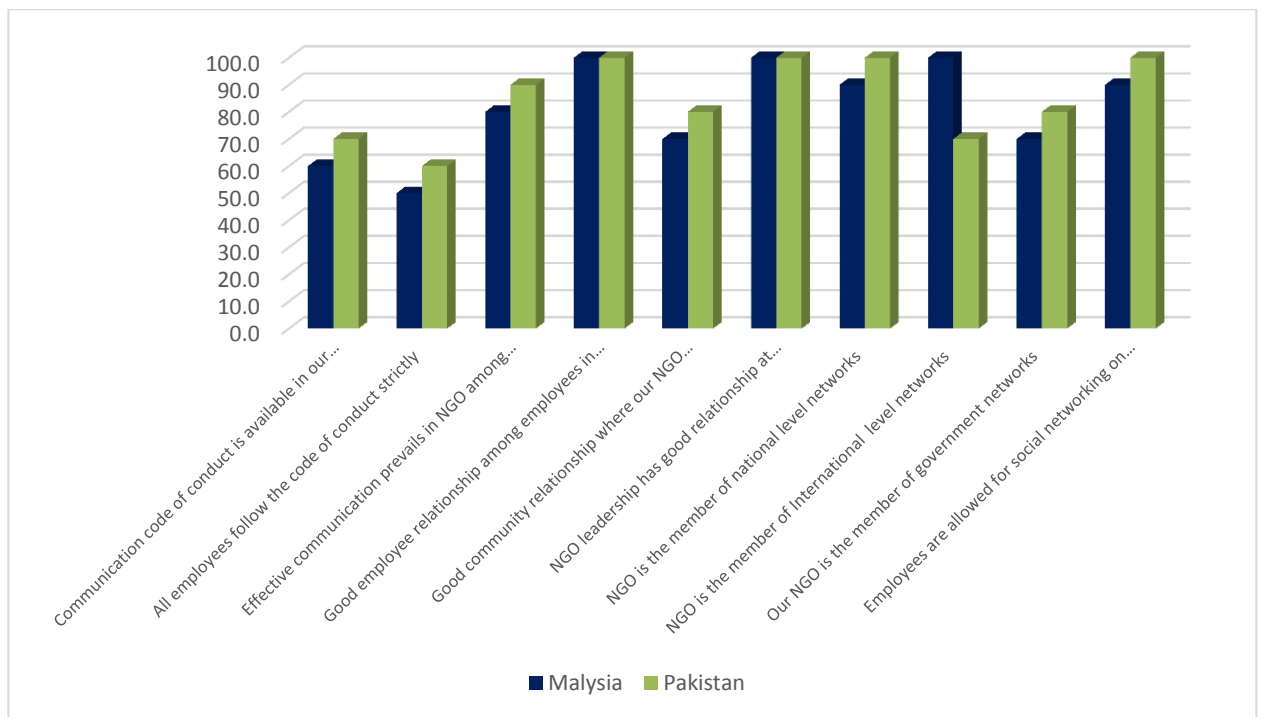


Figure 6.1: communication and networking

Figure 6.1 shows that 60% of Malaysian and 78% of Pakistani participants were of the view that the communication code of conduct or communication policy is available in their organizations. In response that how many employees follow the code of conduct? The response was 56% from Malaysia and 68% from Pakistan responded positively. Further, 77% respondents of Malaysia and 85% of Pakistani respondents said that effective communication exists in their organizations. The good relationship among employees working in NGOs supports organizations in achieving their goals (Weick, 1969). Moreover, 95% of Malaysian and 94% of Pakistani officials answered that the relationship between NGO and Community is good. Response of the officials on do the leadership of the NGO has strong communication and networking at national and international level? The response from both countries was 100%. Today's organizations particularly concentrate on

communication networking (Julia, 2009). Discussing the collective forums 96% participants from Malaysia and 72% from Pakistan mentioned that their respective NGO is a member of networks formed by the government. Furthermore, 83% of the participants of Malaysia and 92% of Pakistani respondents mentioned that they are allowed to use social media i.e. facebook, linkedin, twitter and so on.

6.3.4.1.1 Multi-linear Regression Analysis of Communication and Networking

Multi linear represents a state of linear relationship existing among some or all the predicted variables in a regression model (Rabby, 2012, p.177). It occurs when explanatory variables in the model are highly correlated with each other. Testing multi linear regression is significant in this study.

Table 6.5 provides the R and R square values are 0.974 and 0.948 respectively which shows that the R value is almost 98% positive relationship between dependent and independent variables. Further it can be seen effect size, as estimated by adjusted R^2 is 0.835 (84%). This, following Cohen's classification, is an over large.

Table 6.5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.974	0.948	0.835	0.204

Regression ANOVA tests the linear relationship among the variables (Kinnear and Gray, 2009 p. 454). The output shows value of F is 8.4 with significance p value is 0.008 which is greater than 0.05.

Table 6.6 represents moderate goodness of fit for the model with degree of freedom of 13.

Table 6.6: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.549	13	0.350	8.376	0.008
	Residual	0.251	6	0.042		
	Total	4.8	19			

The result of the multi liner regression is depicted in Table 6.7. It shows all beta value for dependent and independent variables. The table illustrates that few variables significantly contribute to the model like ‘code of conduct followed strictly’: 0.038, ‘international linkages of NGO top leadership’: 0.013, ‘close linkages of employees with managerial staff and top leadership’: 0.046, ‘effective communication prevails in NGO’: 0.013 and ‘employees should be allowed to communicate with anyone any time’: 0.026 as they are significant and their p value is less than 0.05. The p value less than 0.05 reflects significance of independent variables with the dependent variable.

The positive coefficient means that the above mentioned variables contribute to the dependent variable and increase in every unit. Furthermore, all independent variables will affect dependent variable with the same amount.

Apart from that the other variables like ‘availability of communication code of conduct’: 0.399, ‘employees are allowed to contact with board members any time’: 0.409 and

‘employees use social networking on social media (facebook, twitter, linkedin & others) in NGO’: 0.558 and this result shows insignificant with dependent variable.

Table 6.7 Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.568	0.701		0.810	0.449
	Availability of communication code of conduct	0.067	0.074	0.134	0.907	0.399
	Code of conduct followed strictly	-0.242	0.091	-0.380	-2.649	0.038
	Employees are allowed to contact board members any time	-0.053	0.060	-0.105	-0.887	0.409
	International linkages of top leadership of NGO	0.662	0.188	0.644	3.519	0.013
	Employees use social networking on social media (facebook, twitter, linkedin & others) in our NGO	-0.126	0.203	-0.143	-0.621	0.558
	close linkages of employees with managerial staff and the top leadership of NGO	-0.398	0.158	-0.414	-2.512	0.046
	Effective communication prevails in NGO	-0.633	0.182	-0.807	-3.485	0.013
	Employees should be allowed to communicate with anyone any time	0.942	0.320	0.957	2.942	0.026

Dependent Variable: effective communication prevails in NGO and good relations among employees.

6.3.4.2 Organizational Information and knowledge sharing

Knowledge and information sharing ensure effective communication in organizations and very wide-ranging approaches can be used for proper sharing that enhances participation (Keith 2005). Lack of coordination among institutions/NGOs shows improper information and knowledge sharing system in organizations (Nalini 2002). The process of participation starts with knowledge and information sharing.

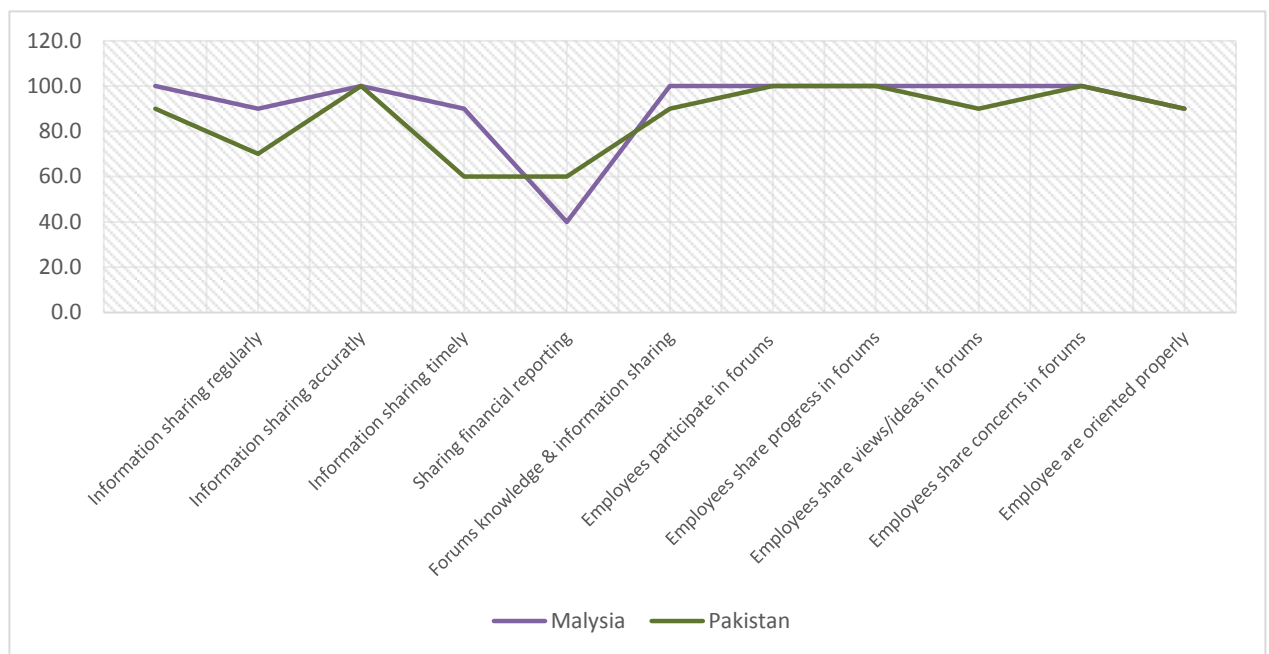


Figure 6.2: organizational information and knowledge sharing.

Figure 6.2 illustrates that 100% of Malaysian and 90% of Pakistani officials know about the vision of their organizations. The participants were asked that whether the information is shared on a regular basis or not?, 90% of Malaysian and 70% of Pakistani respondents answered positively besides discussing about the accuracy of shared information the response is 100% in both countries. However, 90% of the respondents in Malaysia said

there is timely information sharing as compared to 60% of Pakistani respondent who feel the same. On NGOs reluctance to share financial matters with employees the response in Malaysia is 40% and in Pakistan it is 60%. 100% of employees in both countries agreed that organizations have forums for knowledge and information sharing where employees can share their progress, discuss issues, and raise concerns.

Employees' orientation is very important in organizations (Julia, 2009), 90% participants from Malaysia and Pakistan mentioned that employees are oriented properly through training program of NGOs.

6.3.4.2.1 Multi-linear Regression Analysis of Knowledge and Information Sharing

Table 6.8 illustrates that the R and R square values are 0.907 and 0.822 respectively. The output shows that the R value is almost 91% positive relationship between dependent and independent variables. Further the effect size, as estimated by adjusted R^2 is 0.698 (70%). Following Cohen's classification, this figure is an over large.

Table 6.8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.907	0.822	0.698	0.281

Table 6.9 Regression ANOVA shows value of F is 6.603 with significance p value of 0.004 which is less than 0.05. It represents goodness of fit for the model with degree of freedom of 7.

Table 6.9 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.654	7	0.522	6.603	0.004
	Residual	0.791	10	0.079		
	Total	4.445	17			

Table 6.10 represents coefficient output. It shows all beta values for dependent and independent variables. The result shows that few variables contribute significantly to the model for example ‘role of awareness program in motivation of employees’: 0.015, ‘timely information sharing’: 0.004 and ‘employees follow job description’: 0.035 (e significant with *p* value less than 0.05).

Variables like: ‘training for employees’= 0.842 and ‘financial report sharing’= 0.432 have less significance with the dependent variable.

Table 6.10 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.096	1.043		-0.092	0.929
	Training for employees	-0.032	0.157	-0.036	-0.205	0.842
	Role of awareness programs in motivation of employees	0.577	0.197	0.581	2.926	0.015
	Financial report sharing	0.061	0.075	0.147	0.818	0.432
	Timely information sharing	0.835	0.225	0.835	3.704	0.004
	Employee follow the job description	-0.467	0.191	-0.555	-2.445	0.035

Dependent Variable: Employees are well informed and accurate information is shared

6.3.4.3 Employees' Participation

Consultation with employees creates good understanding among officials who work together. Employees' participation increases the sense of belonging that leads toward productivity and performance. If the employees are the part of decision making in organizations they take interest in organizational affairs.



Figure 6.3: Employees Participation

Figure 6.3 describes how the employees are consulted and become part of decision making in NGOs. The participation of employees in consultations and decisions results in them being empowered (Louise, 2008). Response on desire to be part of consultation by employees in Malaysia is 80% and in Pakistan it is 70%. When asked if there was

consultation at the time of project planning 100% of the Malaysian respondents agreed as contrasted to 80% of the Pakistan respondents. The participants were asked that do the organizational leadership consult with employees on organizational affairs. In response 60% of Malaysian and 70% of Pakistani respondents agreed. Further, 80% of Malaysian and 100% of Pakistani employees mentioned that they should be part of decision making. In response to a question on whether employees should be made as part of decision making 90% of the employee respondents in Malaysia and 70% from Pakistan stated that they are the part of decision making in organizations.

Concerning the arrangement of trainings for employees, 90% of Malaysian and 100% of Pakistani officials said that training is organized for them. Furthermore, 80% of the employee respondents in Malaysia and 90% in Pakistan are clear about their job descriptions. In response to ‘do employees follow the job descriptions accordingly’, 70% of Malaysian and 80% of Pakistani respondents answered positively.

6.3.4.3.1 Multi-linear Regression Analysis of Employee Participation

The output in table 6.11 gives the R and R square values are 0.974 and 0.949 respectively. The result shows the R value is almost 97%. The effect size, as estimated by adjusted R^2 is 0.913 (91%). According to Cohen’s classification, the figure is an over large.

Table 6.11: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.974	0.949	0.913	0.248

ANOVA table 6.12 shows the value of F is 26.370 with significance p value of 0.000 which is less than 0.05. It represents high goodness of fit for the model with degree of freedom of 7.

Table 6.12: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.383	7	1.626	26.370	0.000
	Residual	0.617	10.00	0.062		
	Total	12.000	17.00			

Coefficient table 6.13 is showing all beta values for dependent and independent variables. The result demonstrates that few variables significantly add contribution to the model. These are ‘employees should be the part of important decision making’: 0.000, ‘employees are allowed to share their views/ideas in forums’: 0.003, ‘employees are consulted regarding organizational affairs’: 0.020, ‘employees are consulted while making any strategy of their project/ program in their NGO’: 0.006, as they are significant and their p value is less than 0.05.

However, through every unit increase in all independent variable dependent variable with the same amount will be affected. The variable ‘employees participate in organizational forums’: 0.070 has moderate significance with the dependent variable.

Table 6.13 Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.755	0.620		-1.217	0.251
	Employees are allowed to share their views/ideas in forums	0.800	0.204	0.586	3.922	0.003
	Employees are consulted regarding organizational affairs	-0.607	0.220	-0.396	-2.755	0.020
	Employees are consulted while making any strategy of their project/ program in our NGO	0.396	0.115	0.579	3.455	0.006
	Employees should be a part of important decision making	0.576	0.093	0.660	6.209	0.000
	Employees participate in organizational forums	-0.667	0.329	-0.545	-2.026	0.070

Dependent Variable: Employees are the part of important decision making process in NGO

6.3.4.4 Community participation practices in NGOs

The concept of community participation is gaining considerable attention as an operative approach in community development which boosts community involvement in NGOs' projects (Craig and Mayo, 2004). Atkinson (2005 p.26) states community involvement refers to "combined influence of a community's commitment, resources and skills that can be deployed to build community strengths and address community problems and potential opportunities".

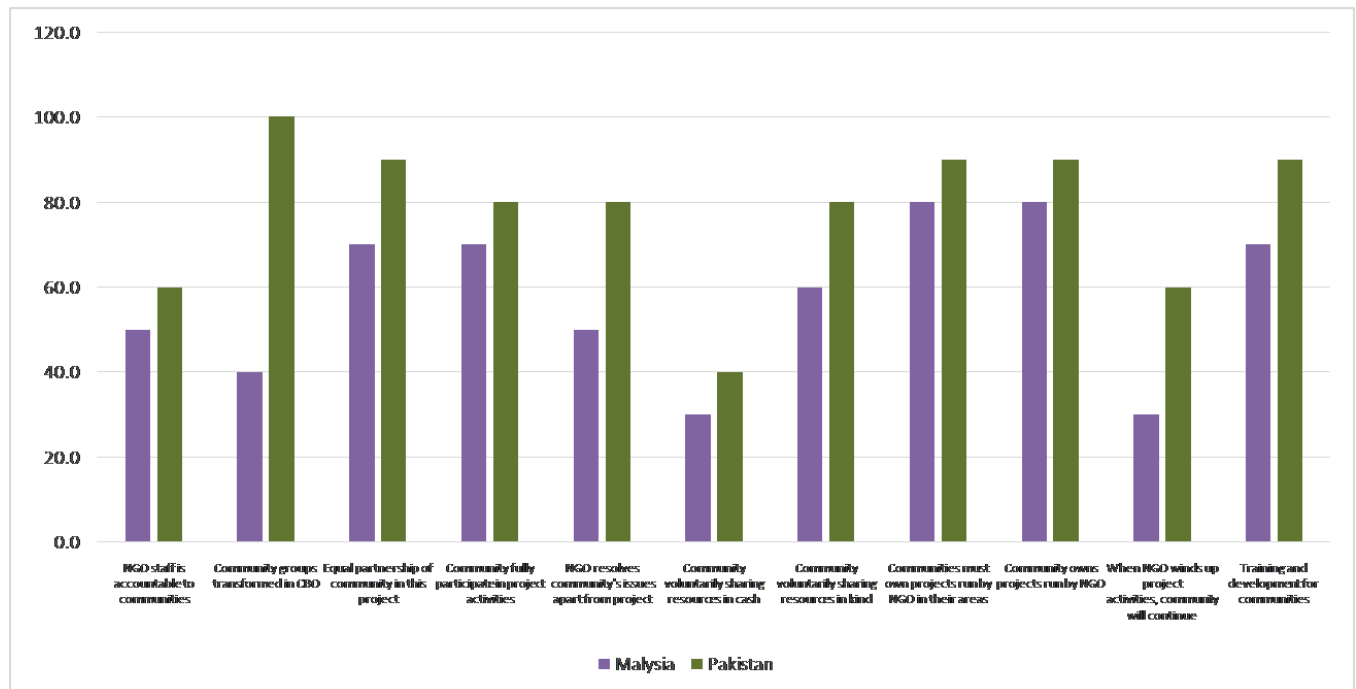


Figure 6.4: Community Participation practices in NGOs

Figure 6.4 illustrates community participation practices in NGOs. Community participation is one of the most important factors in the success of development projects (Wilcox, 1994). In Malaysia 50% and 60% in Pakistan of the participants responded that they are accountable to communities. Discussing transformation of community groups in community based organizations (CBOs), 40% of the respondents in Malaysia and 100% in Pakistan mentioned positively that they transform the community groups into the community based organizations.

In addition, 70% of the respondents who were officials from Malaysia NGO and 90% of Pakistanis answered that the partnership between an NGO and community should be on an equal basis. According to the statements of respondents, 70% of Malaysian and 80% of

Pakistani NGO employees commented that the community fully participates in their project activities. While responding on NGO resolve community issues apart from the project activities, 50% of Malaysian and 80% of Pakistani respondents replied positively. Commenting on sharing resources in terms of cash 30% of Malaysian and 40% of Pakistani respondents showed agreement, while the same in terms of kind was agreed by 60% of Malaysian and 80% of Pakistani respondents respectively. Low sharing of resources by community reflects partial participation (Nicole, 2010). The sustainability of any project depends on the ownership of communities (Njoh, 2002).

In response of community ownership 80% of Malaysian and 90% of Pakistani officials were confident that the community owns their projects. In response to the question that if the NGO winds up its project then would the community continue the project only 30% of Malaysian and 60% of Pakistani respondents gave a positive answer. In Malaysia 70% and in Pakistan 80% NGO officials mentioned that the community members are trained to manage projects independently.

6.3.4.4.1 Multi-linear Regression Analysis- Community Participation practices in NGOs

Table 6.14 provides the R and R square values are 0.982 and 0.964 respectively, which shows the R value is almost 98%. However, the effect size, as estimated by adjusted R^2 is 0.904 (90%). This, following Cohen's classification, is an over large.

Table 6.14: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.982	0.964	0.904	0.252

Table 6.15 shows the regression ANOVA, which demonstrates value of F is 15.84 with significance p value of 0.000. It is less than 0.05 and represents high goodness of fit for the model with degree of freedom of 12.

Table 6.15: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.10	12	1.01	15.84	0.000
	Residual	0.45	7.00	0.06		
	Total	12.55	19			

Table 6.16 illustrates coefficient result. It shows all beta values for dependent and independent variables. The variables like ‘communities are the part of decision making for conducting project activities in their areas’: 0.020, ‘NGO shares the financial matters with communities’: 0.001, ‘community is already trained to run the project independently’: 0.050 and ‘communities voluntarily share their resources in cash’: 0.017 significantly contribute to the model as they are significant with a p value that is less than 0.05.

The variables ‘NGO staff is accountable to communities’: 0.135 and ‘employees are directed to respond to communities accordingly’: 0.095’ are insignificant with the dependent variable.

Table 6.16: Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.821	1.006		1.811	0.113
	Communities are part of decision making for conducting project activities in their areas	-0.796	0.265	-0.625	-2.998	0.020
	NGO staff is accountable to communities	0.232	0.137	0.260	1.688	0.135
	Employees are directed to respond to communities accordingly	-0.309	0.160	-0.288	-1.928	0.095
	We share the financial matters with communities	0.852	0.156	1.013	5.446	0.001
	Community is already trained to run the project independently	0.552	0.246	0.411	2.249	0.050
	Communities voluntarily share their resources in cash	-0.305	0.098	-0.414	-3.098	0.017

Dependent Variable: Community owns the projects run by NGO

6.3.4.5 Correlation Analysis- Professional Staff of the NGOs

Pearson correlation is performed to see the degree of association among variables (Kinnear and Gray, 2009 p. 395). The interpretation magnitude was measured according to the scale; ‘A. +/- .10 to +/- .39: Low B. +/- .40 to +/- .69: Moderate & C. +/- .70 to +/- 1.00: High’ (Yahya et al., 2000:81).

Table 6.17 below shows the positive high relationship between ‘knowledge is shared and accurate information is shared’ which is 0.79, there is moderate positive correlation among ‘accurate information is shared’ and ‘financial reporting is shared’, ‘financial reporting is

shared’ and ‘employees follow the code of conduct’ and ‘community works in groups’, 0.54, 0.41 and 0.49 respectively. There is positive but quite low correlation among ‘employees follow the code of conduct’ and ‘close linkages of employees & community’, ‘and employees are consulted’, ‘employees are part of important decision making’, ‘NGO consults communities before they initiate its activities’, and ‘community participates fully in activities’, 0.31, 0.32, 0.37, 0.17 and 0.30 respectively.

The results in correlation indicate that accurate information sharing is an important variable and this should be carried out. In both NGOs the sharing of financial matters was seen as a problem. NGOs should consider the sharing of financial matter as an important indicator to build trust in the organization. The availability of communication code of conduct was ensured by employees but its implementation of the code of conduct was lacking. Employees should be advised that the existing code of conduct must be followed in NGOs.

Table 6.17: Correlation Matrix for Professional Staff of NGOs

	1	2	3	4	5	6	7	8	9	10
Knowledge and Information is shared	1.00									
Accurate information is shared	0.79	1.00								
Financial reporting is shared	0.54	0.54	1.00							
Employees follow the code of conduct	0.24	0.24	0.41	1.00						
Close linkages of employees & Community	0.48	0.28	0.60	0.31	1.00					
Employees are consulted	0.11	0.11	0.51	0.42	0.32	1.00				
Employees are part of important decision making	0.26	0.26	0.62	0.04	0.34	0.37	1.00			
We consult communities before initiating activities	0.21	0.36	0.40	0.33	0.17	0.11	0.17	1.00		

Table 6.17 continued

Community participates fully in activities	-0.04	-0.04	0.27	0.42	0.57	0.40	0.04	0.30	1.00	
Community works in groups	0.15	0.29	0.42	0.51	0.14	0.71	0.31	0.53	0.49	1.00

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed)

6.3.4.6 Validity and reliability of data

Table 6.18 shows the summary where the valid number is 20 (100%), excluded 0 (00%) total 20 (100%) from HANDS 50% and FRHAM 50% respectively. It show the validate number of the respondents.

Table: 6.18: Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	00	00.0
	Total	20	100.0

a. List-wise deletion based on all variables in the procedure.

Table 6.19 shows reliability of the data. The Alpha value of the data is .980. The result comes in the fit model of the reliability statistics.

Table 6.19: Reliability Statistics

Cronbach's Alpha	N of Items
.980	60

6.4 Results of Community data

The data collection from the community was made according to established criteria. A detailed description and sample size of community members has been provided in Chapter 5 section.9.1 (table 5.3).

6.4.1 Demographic Profile of community participants

Table 6.20 illustrates the gender analysis. In this study 82 (41%) females and 118 (59%) male members participated.

Table 6.20: Gender Analysis of respondents from the community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	82	41.0	41.0	55.0
	Male	118	59.0	59.0	100.0
	Total	200	100.0	100.0	

6.4.2 Measurement of Communication and Participation System with Community

The data set was divided into three sections; communication and networking, knowledge and information sharing and community participation.

6.4.2.1 Communication and Networking

Proper communication with communities contributes in increasing the level of participation and that leads to organizational performance (Scholes, 1998). Being effective agents of

community development, NGOs have a comparative advantage, because of their proximity approach to the grassroots, relative administrative simplicity, cost effective mode of operation, efficiency and ability to identify the needs of the people and proficient flow of communication (Yetude, 2009). While the role of networking is well established in community work many people in communities are not interested in, or are unable to comprehend the importance of the work. In addition, lack of community ownership in development projects is a high problem.

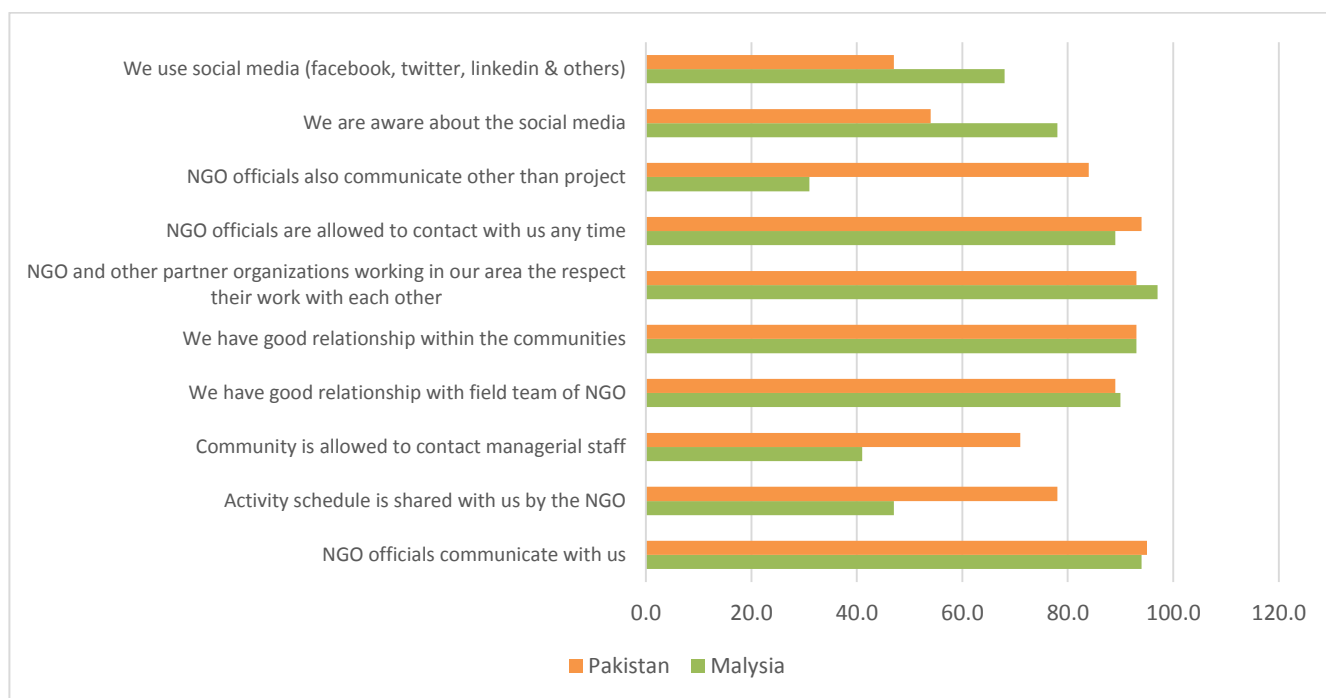


Figure 6.5: Communication and Networking

Figure 6.5 depicts communication and networking within communities and with NGOs. Discussing employees' communication with communities 94% of community respondents from Pakistan and 95% from Malaysia mentioned that mostly employees communicate with them. Responding on sharing of activity schedule with communities 47% of

Malaysian and 78% of Pakistani respondents from the community said they consented. While the community is allowed or not to contact with the leadership of NGOs on their community issues? Respondents 41% of Malaysian and 71% of Pakistanis answered yes. Asked if there was good relationship between community members and h field teams 90% of the Malaysian respondents and 89% of the Pakistani respondents said there was. Stating on does effective communication prevail within communities the response is 93% from both countries. , 97% of the Malaysian respondents and 93% of the Pakistani respondents said that NGOs compliment and respect each other's work. In Malaysia 89% and Pakistan 94% of the respondents said that they are allowed to contact NGO officials any time. Asked if they could contact NGO officials on issues apart from project related issues 31% of the Malaysian respondents and 84% of the respondents said that the NGO officials contact and discuss the matter other than the project activities. Social media is also a source of communication, 78% in Malaysia and 54% Pakistani participants mentioned that they have awareness of social media and 68% Malaysian and 47% Pakistani respondents of the community said they the use social media.

6.4.2.1.1 Multi linear Regression Analysis- Communication and Networking

Table 6.21 provides the R and R square values are 0.792 and 0.627 respectively. The result shows that the R value is almost 79%. The effect size, as estimated by adjusted R^2 is 0.612 (61%). Thus, following Cohen's classification is an over large. It refers that the difference between two means divided by a standard deviation for the data.

Table: 6.21: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.792	0.627	0.612	0.466

ANOVA table 6.22 shows the value of F is 40.217 with a p value of 0.000, which is less than 0.05. It represents high goodness of fit for the model and the degree of freedom is 8.

Table: 6.22: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	69.749	8	8.719	40.217	0.000
	Residual	41.406	191	0.217		
	Total	111.155	199			

Coefficient table 6.23 illustrates all beta values for dependent and independent variables. The result demonstrates that few variables significantly contribute to the model like ‘community is allowed to contact with managerial staff of NGO any time’: 0.003, ‘NGO and other partners complement each other’s work’: 0.011, ‘NGO officials are allowed to contact the community any time’: 0.000, ‘good relationship within the communities’: 0.008 and ‘apart for project activities NGO officials communicate’: 0.002. The p . value is less than 0.05 that reflects significance of independent variables with dependent variable. With every unit increase in all independent variables this will affect the dependent variable by the same amount.

The variables ‘NGO arranges community social/awareness events for communities’: 0.956 and ‘community is part of social media (facebook, twitter, linkedin & others)’: 0.324, seem insignificant with the dependent variable.

Table 6.23: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.530	0.266		1.994	0.048
	Community is allowed to contact managerial staff of NGO any time	0.135	0.044	0.228	3.051	0.003
	NGO and other partner organizations complement each other's work	0.210	0.081	0.188	2.576	0.011
	NGO officials are allowed to contact us any time	0.369	0.072	0.380	5.145	0.000
	Community is the part of social media (facebook, twitter, linkedin & others)	0.036	0.036	0.051	0.989	0.324
	NGO arranges community social/awareness events for communities in our area	-0.004	0.067	-0.004	-0.055	0.956
	Strong relationship among the communities	0.198	0.073	0.202	2.690	0.008
	Apart from project activities NGO officials communicate	-0.139	0.044	-0.227	-3.149	0.002

Dependent Variable: Effective communication and good relations between NGO staff and community

6.4.2.2 Knowledge and Information Sharing

The process of community participation starts with knowledge and information sharing. Typically, ‘community participation is associated with improved information flows and enhanced provider responsiveness and beneficiary accountability, which is expected to

enhance the allocation and efficient use of resources’ (Burger 2012 p. 119). Community participation promotes culture in building and maintaining trust among people.

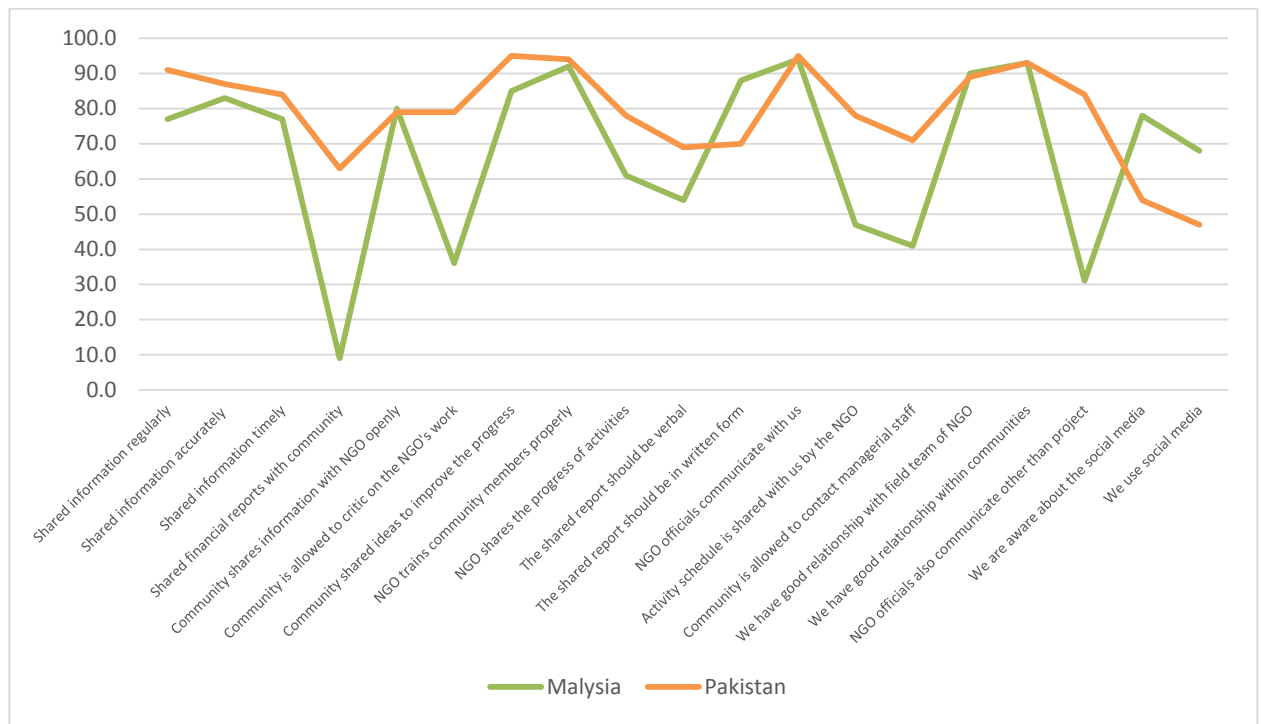


Figure 6.6: Information and Knowledge Sharing

Figure 6.6 demonstrates the knowledge and information sharing with the community by the NGO. Response of community members on information sharing on regular basis is 77%, accuracy is 83% and sharing being timely is 77% for Malaysian respondents and for Pakistani respondents the figures are 91%, 87% and 84% respectively. In contrast as for sharing of financial reports only 9% of Malaysian respondents NGO and 63% of the Pakistani respondents is improper sharing of financial matters sometimes becomes hindrance in the community participation process (Njoh, 2002).

Likewise, 80% of Malaysian and 79% of Pakistani community members said that they share their all information with the NGO. 36% of community respondents from Malaysia and 79% from Pakistan mentioned that they are allowed to criticize the work of the NGO. Further, 85% of Malaysian and 95% of Pakistani community respondents mentioned that they share their ideas to improve the progress of the respective project. Talking about training and development matters 92% community respondents of Malaysia and 94% of Pakistan responded that they are trained by NGOs. In Malaysia 61% of community respondents and 78% of respondents from Pakistan confirmed that NGOs share their progress with them.

On the mode of report sharing, 54% of Malaysian community respondents and 69% from Pakistan said that the report should be verbal and 54% and 69% preferred that the report should be written. In Malaysia 94% of the community respondents and in Pakistan 95% said that mostly NGO officials maintain contact with them. 47% community respondents from Malaysia and 78% from Pakistan said that the NGOs share the project activity schedule with them. 41% of Malaysian and 71% of Pakistani community respondents said that they are allowed to contact the managerial staff of the NGOs.

Moreover, 90% of Malaysian respondents and 89% Pakistani responded said they have a good relationship with members of the field teams of the NGOs. Community relationship is a key area to sustain development projects, and 90% of the Malaysian respondents and 89% of the Pakistani respondents said they had good relations within the communities. Asked if

they were able to communicate with NGO officials on issues apart from project issues 31% of the Malaysian and 84% of the Pakistani respondents said yes.

6.4.2.2.1 Multi linear Regression Knowledge and Information sharing

The result in table 6.24 demonstrates that the R and R square values are 0.783 and 0.613 respectively. The result also shows that R value is almost 78%. The effect size, as estimated by adjusted R^2 is 0.597 (60%). Thus, following Cohen's classification is over large.

Table 6.24: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.783	0.613	0.597	0.479

In table 6.25 Regression ANOVA tests the linear relationship among the variables. The output shows value of F is 37.887 with significance p value of 0.000. It is less than 0.05. The output represents high goodness of fit for the model with degree of freedom of 13.

Table 6.25: ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	69.683	8	8.710	37.887	0.000
Residual	43.912	191.000	0.230		
Total	113.595	199.000			

In table 6.26, coefficient shows all beta values for dependent and independent variables. The result reflects that few variables including 'the shared information is received in time': 0.000, 'community shares information with NGO openly': 0.000, 'community shares ideas to improve the project progress': 0.010, 'NGO trains community members and transfer knowledge properly': 0.025, 'the shared report should be in written form': 0.000'. There p .

value is less than 0.05. It reflects significance and strong relationship of independent variables with dependent variable.

The variables such as ‘NGO shares the financial reports with community’: 0.508 and the ‘shared report should be verbal’: 0.814’ not having any significance. The result shows that these variables have poor relationship with each other.

Table 6. 26: Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.650	0.320		5.156	0.000
	The shared information is received in time	0.278	0.061	0.312	4.567	0.000
	NGO shares the financial reports with the community	0.021	0.032	0.038	0.663	0.508
	Community shares the information with NGO openly	0.243	0.057	0.296	4.250	0.000
	Community shares ideas to improve the progress of the project	0.167	0.064	0.178	2.593	0.010
	NGO trains community members and transfers knowledge properly	0.147	0.065	0.149	2.261	0.025
	The shared report should be verbal	0.011	0.046	0.014	0.235	0.814
	The shared report should be in written form	0.145	0.039	0.202	3.706	0.000

Dependent Variable: The shared information is accurate

6.4.2.3 Community Participation

Lack of ownership in community development projects is one of the problems of sustainable development. In the NGO sector, interpersonal communication and justice

reflects the proper process of decision making because people feel better when they become part of decision making procedures (Ruth 2006). Consultation in the community development sector is most important during the implementation of projects in rural areas. Acting together means combined efforts that ‘complement each other’s work’ and this term has attracted interest from scholars of many different disciplines (Noe, 2006). Togetherness is significant in the community development sector. Confusion is reduced and removed through working together and individual relationships strengthened (Payne and Williams 2008).

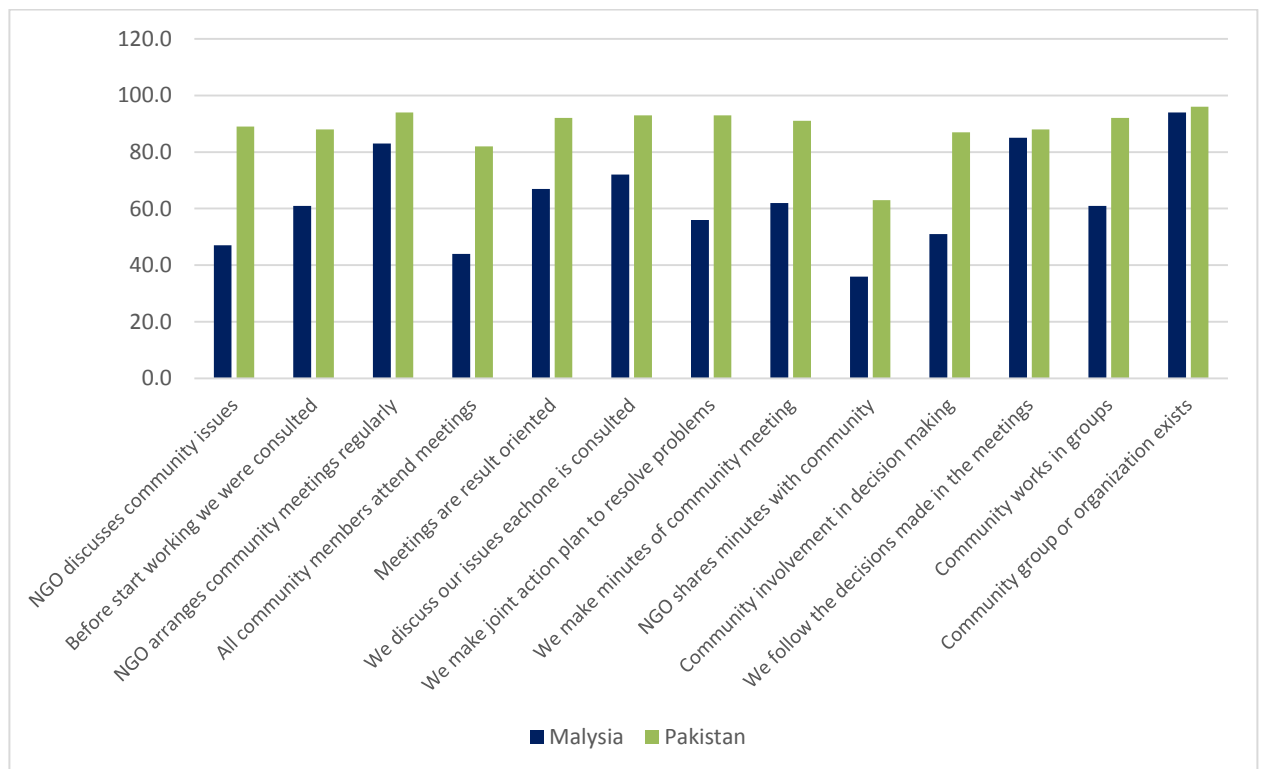


Figure 6.7: Community Participation

Figure 6.7 explains the degree of community participation; consultation, deciding together and acting together. Discussing community issues 47% of Malaysian and 89% of Pakistani community members responded that NGO discusses community issues. Talking about the NGO consultation with community when NGO starts project 61% of Malaysian and 88% of Pakistani respondents said yes. In Malaysia 83% and 94% of Pakistani respondents said that the NGO arranges community meetings on a regular basis. , 44% of Malaysian and 82% of Pakistani respondents replied that all community members attend meetings arranged by NGOs. The activity should be output based, 67% of community respondents from Malaysia and 92% from Pakistan said that the meetings are result oriented. Responding whether each community member is consulted in meetings or not, 56% of Malaysian and 93% of Pakistani respondents said that they make joint plan of actions with NGOs. Talking about the minutes 62% of Malaysian and 91% of Pakistani respondents said minutes were taken but only 36% and 63% of Malaysian and Pakistani respondents said that the minutes are shared with them.

Wilcox (1994) explain that joint participatory decision making is the third step of the community participation ladder; 51% of respondents from Malaysia and 87% of participants from Pakistan replied that they are the part of decision making and NGOs involve them when dealing with community affairs., 85% and 88% community respondents said they follow the decision they made in their community meetings. Further, 61% of Malaysian and 92% of Pakistani respondents mentioned that they work in community groups. Moreover, 94% of Malaysian and 96% of Pakistani respondents mentioned that community groups or organizations exist in their localities.

6.4.2.3.1 Multi-linear Regression- Community Participation

Table 6.27 shows the R and R square values are 0.924 and 0.853 respectively. The result shows that R value is almost 92%. The effect size, as estimated by adjusted R² is 0.846 (85%). This, following Cohen's classification is over large.

Table 6.27: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.924	0.853	0.846	0.493

Table 6.28 illustrates the regression ANOVA, which demonstrates value of F is 122.644 with significance *p* value of 0.000. It is less than 0.05 and represents high goodness of fit for the model with degree of freedom of 9.

Table 6.28: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	268.638	9	29.849	122.644	0.000
	Residual	46.242	190	0.243		
	Total	314.88	199			

The output of the multi linear regression illustrated in table 6.29 coefficient table and shows all beta values for dependent and independent variables. The result reflects that few variables significantly contribute to the model including 'meetings are result oriented': 0.000, 'community organization exists': 0.000, 'community voluntarily shares resources in kind in NGO's project': 0.020, 'community monitors project activities properly': 0.000, 'community owns the NGO's project activities': 0.002 and 'community members are trained by NGO to run the project independently': 0.000. The *p* value is less than 0.05. it reflects significance of independent variables with the dependent variable.

However, the variables including ‘before starting work the community was consulted by NGO’: 0.520 and ‘community voluntarily shares financial resources in NGO’s projects’: 0.076’ and are e insignificant with the dependent variable.

Table 6.29: Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.083	0.245		0.340	0.734
	Before starting work the community was consulted by NGO	0.038	0.060	0.033	0.645	0.520
	Meetings are result oriented	0.315	0.073	0.237	4.340	0.000
	Community organization exists	-0.245	0.067	-0.143	-3.664	0.000
	Community voluntarily shares financial resources in NGO's projects	0.116	0.065	0.095	1.786	0.076
	Community voluntarily shares resources in kind in NGO's project	0.140	0.060	0.119	2.342	0.020
	Community monitors project activities properly	0.258	0.062	0.253	4.189	0.000
	We own the NGO's project activities in our area	0.165	0.052	0.163	3.170	0.002
	Community members are trained by NGO to run the project independently	0.265	0.068	0.250	3.908	0.000

Dependent Variable: When NGO winds up project activities the community will continue.

6.4.2.4 Correlation Matrix for Community

Table 6.30 shows the relationship of variables. Pearson correlation is a measure of a supposed linear relationship among variables (Kinnear and Gray, 2009 p. 394). The output shows positive high degree of association between ‘NGO monitors the project activities’-

0.72. There is moderate positive correlation among ‘community shares information with NGO openly’, ‘NGO trains community members’, ‘good relationship between community and NGO field staff’ and ‘community share ideas to improve the project progress’: 0.57, 0.59, 0.56 and 0.62 respectively. There is positive quite low correlation of ‘community monitors project activities’ 0.37 respectively. The magnitude was measured according the scale given by Yahya (2000) that is ‘A. +/- .10 to +/- .39: Low B. +/- .40 to +/- .69: Moderate & C. +/- .70 to +/- 1.00: High’.

Table 6.30: Correlation Matrix for Community

Model	1	2	3	4	5	6	7	8	9
NGO shares information accurately	1.00								
We share information with NGO openly	0.57	1.00							
NGO trains community	0.57	0.59	1.00						
Before starting the project we were consulted by NGO	0.61	0.69	0.37	1.00					
We are part of decision making in conducting activities	0.60	0.56	0.55	0.35	1.00				
We have good relationship with field team of NGO	0.55	0.59	0.53	0.58	0.56	1.00			
Apart from project activities NGO officials communicate with us	0.57	0.50	0.43	0.67	0.67	0.37	1.00		
We monitor project activities	0.56	0.56	0.47	0.68	0.77	0.57	0.72	1.00	
We share ideas to improve the progress of the project	0.57	0.65	0.56	0.69	0.61	0.63	0.54	0.62	1.00
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed)									

6.4.2.5 Validity and reliability of community data

Table 6.31 shows the case processing summary and the valid number is 195 (97.5%), excluded 5 (2.5%) and total 200 (100%) community members.

Table 6. 31: Case Processing Summary

		N	%
Cases	Valid	195	97.5
	Excluded ^a	05	2.5
	Total	200	100

a. List-wise deletion based on all variables in the procedure.

Table 6.32 shows reliability of the data. The Alpha value of the data is .990. The result demonstrates the fit model of the reliability statistics.

Table 6.32: Reliability Statistics

Cronbach's Alpha	N of Items
.990	56

6.5 Summary

The main focus of this chapter was to present the results. It includes the response rate, demographic characteristics and the descriptive statistics of the study. The analysis and interpretation of the data is presented before correlation analysis. The quantitative data was

collected from Key Informants. The key findings by the experts in the field were first given.

Quantitative data was collected from the employees of NGOs and members of the community. The descriptive data was presented in tables and graphs. Multi linear regression, ANOVA correlation, validity and reliability analysis were done using the SPSS version 16.0. Standardized multi linear regression has been used to examine the independent variables potential impact on the dependent variable.

The data set particularly matched with the theoretical framework. Key sections are presented in the chapter with separate interpretations. The variables with the largest impact of communication on organizational information sharing and community participation were found. Proper knowledge and information sharing strengthens the relationship among employees working in the NGO and between members of the community and the NGO.

Findings show that the top leadership has set effective communication and networking systems where each employee can participate and discuss progress and issues. The leaders of the organizations were reluctant to share financial reports with employees. While the community also came up with same concern that the NGOs avoid to share the financial reports with them. Thus this research study suggests that an integrated model comprising of effective communication, proper organizational information sharing and community participation should be placed and followed strictly.

The participation is the matter of trust and cooperation. However, it was found that organizational leadership of both NGOs has set communication mechanism in their organizations. Forums are available; employees participate in these forums and share their progress and issues. However, NGO from Pakistan is following the community based organization approach in it's projects. This mechanism accelerates the process of participation. On other hand, the Malaysian NGO emphasizes on individual approach. Both approaches have their own importance. But the community based approach is implemented in all over the world by NGOs. This approach could be helpful for the sustainability of the projects.

In the next chapter the findings are interpreted in respect to theoretical framework, and addressing objectives and research questions of this study.

CHAPTER SEVEN

DISCUSSION ON RESEARCH FINDINGS

7.0 Introduction

This chapter presents the discussion of the findings. It begins with a brief background and the purpose of the research. This is followed by an interpretation of the findings. The second section discusses the results from a theoretical framework context. The objectives and research questions are addressed using this framework. In final section the contribution of the study in relation to communication and community participation in NGOs is discussed.

7.1 DISCUSSION

7.1.1 Background

Communication and community participation are important for NGOs to run their development projects successfully. Ruhul (2009) mentioned that the NGOs have emerged as a third sector after the government and corporate sectors in addressing the needs of development at both the national and international levels. The literature reveals that community participation is at an amazing stage of development. The findings of a number of studies revealed that generally western approaches and their models are applied by Asian NGOs. However, there is real need that each NGO should adopt the system and approach that suits its own country's situation and needs of its respective communities.

NGOs in Malaysia and Pakistan are categorized as welfare and charity, health care and medical, youth and sports, art recreation, commerce and consumer, trade union,

professional, arts, women, social, religion and right based organizations. The aim of NGOs is to develop communities through their social service initiatives. Good governance and effective communication within the NGOs are essential to run community development projects smoothly and successfully. The main research objective of this study is to determine the flow of communication so as to ensure community participation in the NGOs. According to the NGOs officials community participation is viewed and assessed only when donor agencies evaluate their projects the

7.2 Discussion on Theoretical Context

Two theories are used in the study. Organizational Information Theory is viewed as a communication theory and Community Participation and Empowerment is taken as the theory for community participation. Both theories have influenced the findings of this study to a large extent. Basically the findings show the relevance of these theories in NGOs particularly in the context of communication and community participation.

Organizational Information theory discusses information environment, information equivocality and communication flow. The second theory refers to knowledge and information sharing, consultation, deciding together, acting together and supporting independent community interests.

7.2.1 Organizational Information Theory

The study is inspired by the organizational information theory due to its relevance to NGOs. The theory is one of the more reliable communication theories. The organizational

information theory addresses the key problems of communication and knowledge sharing in organizations and deals with the management affairs that affect organizational performance (Weick, 1969). It further addresses information uncertainty (West & Turner, 2000).

Information environment: Each organization works under the shadow of information sharing cultures no matter it is operational or nonoperational. The study investigates if both NGOs follow the information sharing mechanism. The findings on information environment reveal that 95% of officials from both NGOs are aware of the vision of their organizations. Information is shared on regular basis with accuracy. However, the sharing of information that is timely is lacking in the NGO in Pakistan. The findings also disclosed that both NGOs although in different countries, are reluctant to share financial matters with employees. 40% of the Malaysian respondents and 60% of the Pakistani respondents were of this view.

Furthermore, the results reflect that few variables contribute significantly to the model. These are role of awareness program in motivation of employees (0.015 ($p < 0.05$)), timely information sharing (0.004($p < 0.05$)) and employees following job description (0.035 ($p < 0.05$)). These variables are significant as seen by the fact that they have a p value of less than 0.05. It is clear that t both NGOs are trying to share information and knowledge with communities as well.

Information equivocality: Organizational equivocality was found as one of the critical issues in both NGOs. The NGOs have established their systems to cope with information equivocality. These include forums where employees participate on a regular basis, share ideas, concerns and progress regarding their work. Most of the employees are consulted and become part of decision making in NGOs. Hence, employees' participation in dealing with organizational affairs creates a motivated working environment.

Participation of employees in consultation and decision making, results in their empowerment (Louise, 2008). The response on the question whether the employees of the NGOs were consulted on organizational affairs or not? These employees responded that consultation is made in NGO of Malaysia 70% and 80% in Pakistan. The study finds that the officials are consulted on project affairs during project implementation but they are not consulted during project development. The significant p value of 'employees are allowed to share their views/ideas in forums' is 0.003 ($p < 0.05$).

The result reflects an enabling environment for employees where they share their views, suggestions and ideas. This is one of the most important factors to reduce information equivocality. The NGO from Pakistan has established Suggestions and Complain department with the name of Suggestions and Complaints Cell (SAC) which particularly handles complaints and concerns raised by the NGO employees and community members. The Malaysian NGO deals with such matters through its Monitoring and Evaluation department. However, the study suggests the Malaysian NGO should also put into place such a mechanism for dealing with information equivocality issues in the organization.

Cycle of Communication: ‘Communication is the life blood for any organization’ (Brent, 1984 p.214). A total of 60% of Malaysian and 78% of Pakistani respondents said that the communication code of conduct is available in their organizations. 56% of Malaysian and 68% of Pakistani respondents said they followed the code of conduct. Furthermore, according the perception of respondents results show that prevalence of effective communication in NGOs is 77% in Malaysian and 85% in Pakistani NGO.

A high level of relationship among employees supports organizations in achieving their goals (Weick, 1969). The p value of close linkages of top leadership and employees with each other is less than 0.05 ($p < 0.05$). Comparatively, top–down communication flow is followed more than the bottom- up and this resulted in widening the communication gap between an NGO and its community.

7.2.2 Community Participation and Empowerment Theory

In community development sector several approaches are practiced. Community participation approach helps practitioners understand the power of people in the development field (Paul and Ilona, 2010). When program objectives and outcomes are achieved due to the h efforts of involved partners, this indicates that the community participation approach is properly followed (Wilcox, 1994). The process of community participation and empowerment also helps people understand the meaning of their existence and scope of actions. Community participation and empowerment theory has the potential of being further pursued in the development sector (see Chapter four). It is a very appropriate instrument for involving communities in development projects of NGOs.

Information and knowledge sharing: Community participation is one of the most important factors for the success of development projects. The process starts with knowledge and information sharing (Wilcox, 1994). The response of Malaysian community respondents information sharing on regular basis 77% with accuracy 83% and timely sharing 77% in contrast with Pakistani respondents is on regular basis 91%, with accuracy 87% and timely sharing 84% respectively.

According to Malaysian respondents the financial report sharing with communities in Malaysian NGOs is only 9% and in Pakistani NGOs it is 63%. Improper financial reports sharing or matters sometimes hinder community participation (Njoh, 2002). The study suggests that the Malaysian NGO should increase financial matters sharing with communities in order to enhance trust and transparency. The study reveals that 80% of community respondents in Malaysia and 79% in Pakistan s said that they share all their information with NGOs without any hesitation. The *p*. value of timely sharing information is 0.000 ($p < 0.05$), by the community with NGOs openly means community is comfortable to discuss their issues without any hesitation is 0.000 ($p < 0.05$) and NGO training community members and transferring knowledge properly is 0.025 ($p < 0.05$). These findings indicate that the above mentioned variables should be given priority when implementing a project.

The findings reveal that social awareness and training programs are vital in order to encourage communities and employees to understand each other and foster community participation and development.

The study also attempted to explore how social media, community complaint system, and community monitoring system are working in the NGOs. Use of social media is more common in Malaysian communities when compared with the Pakistani community. Therefore, the Malaysian NGO has the advantage of utilizing social media as an instrument for expanding information and knowledge sharing.

Consultation: The study also discusses consultation with communities in NGOs. The findings show that consultation is mainly done during the project implementation. Further the results of the study find that NGOs discuss community issues and problems in case any misunderstanding arises. Response on consultation at the time of project initiation is 61% in Malaysia and 88% in Pakistan. Most importantly in general practices the project is already developed by NGO, approved by donor, area and the beneficiary community is also selected without any consultation and proper need identification, finally the community is told that now they should work with the NGO. According to David Wilcox (1994) this is known as partial consultation. , Several scholars have discouraged such practices and have suggested that NGOs avoid any such approaches in community development projects (see chapter two).

On the other hand the study finds that community consultation is quite low while designing any development project. Before initializing any project the NGO should collect proper data through base line survey so that the project can address the actual needs of communities (Atkinson, 2005). The study shows that meetings are arranged by NGOs with community members and members attend these meeting. The significance value in

consultation in these meetings are result oriented with p value of 0.000 ($p < 0.05$) that reflects its importance.

With respect to professional approaches, employees of the Malaysian NGO state they do not discuss community issues in general apart from project activities but in Pakistan it is reverse. It refers that Malaysian NGO employees are project focused but in contrast the officials of Pakistani NGO also address the community problems other than the concern projects.

Deciding together: Wilcox (1994) explained that the joint participatory decision making is the third step in the community participation ladder. The findings show that deciding together symbolizes a coordination mechanism between the NGO and community exists. When asked 'Do community members attend meetings?' 56% of Malaysian and 93% of Pakistani respondents stated that they attended meetings and made joint activity plans with their respective NGOs.

The respondents mentioned that minutes are taken during meetings but the majority reported that these minutes are not shared properly. Malaysian community respondents insisted more on sharing meeting minutes in writing, while Pakistani respondents emphasized more on verbal reports. Perhaps this is because the literacy rate in Malaysia is higher than in Pakistan (Ahmad, 2008). Further, 51% of Malaysian and 87% of Pakistani respondents said that they are part of decision making and NGOs involve them when

dealing with community affairs. However, 88% of community members from both countries responded that they follow the decision made by them.

Acting together: If the community and NGO work together it means that the fourth step of community participation and empowerment theory is achieved (Wilcox, 1994). However, findings of the study reveal that in Malaysia 61% and 92% in Pakistan respondents mentioned that they work as community. However, in Pakistan the NGO transforms community groups into community based organizations (CBOs) but in Malaysia this practice is not followed through properly. Community based organizations are the best solution to resolve community issues (Narayan, 1997).

The findings and literature refer that when the role and responsibility of each individual is clearly defined and followed it will result in a nurturing performance based atmosphere for the development projects.

The results reflect that the variable of ‘Does a community own the NGO’s project activities?’ response is 0.002 ($p < 0.05$). The p value of less than 0.05 significantly contributes with regards to community ownership. The sustainability of any project depends on the ownership of communities (Njoh, 2002). The findings reveal that where community organization works effectively, the chances of project sustainability is higher.

The study shows that NGOs should realize the importance of listening to community needs and learn from the experiences of successful organizations. Donor driven approaches are

valued by NGOs for the purpose of getting funds and they do this rather than focus on NGO - community partnership projects.

Supporting independent community interests: Resource sharing is considered as one of the key indicators to determine community ownership and degree of relationship between the NGO and the community. In Malaysia 70% and 90% of the Pakistani respondents said that the partnership between an NGO and the respective community should be on an equal basis. This is however difficult. The findings reveal that the NGO always remains on the giving end and the community on the receiving end.

50% of the Malaysian and 80% of the Pakistani respondents said that NGOs resolve community issues apart from the project activities. This means the NGO is project focused rather than community problem focused (Bill, 2007).

Moreover, resource sharing is considered one of the most important indicators of community participation. Results show that community members in Malaysia share their resources in cash 30% and in kind 60%. While in Pakistan community members share their resources in cash 40% and in kind 80%. Low sharing of resources by community is considered partial participation (Nicole, 2010). The p value of community monitor and trained is 0.000 ($p < 0.05$), this reflects the significance variable in the study. On the basis of this result it is suggested that community monitoring mechanism and training programs for community members should be prioritized.

The study found that in both NGOs community level strategy is slightly different. The NGO in Pakistan focuses more on forming and strengthening community based organizations as compared to the Malaysian NGO.

7.3 Addressing Objectives and Research Questions of the Study

The focus of the study is on two major areas i.e. communication and participation. Focusing on the employees there are four sections of the study and these include: 1) communication and networking 2) knowledge and information sharing, 3) employee participation and 4) community participation practices in NGO.

There are three sections of the study focusing on the community and these include 1) Communication and Networking, 2) knowledge and Information sharing and 3) community participation. The research investigated the communication flow within an organization and between the NGO and community.

7.3.1 Objective One: Flow of communication with employees (internally) and community (externally).

Communication and Networking are important. The study shows that community members are also aware about the significance of this and NGO officials communicate with them on regular basis. However, the communication is mostly limited to project based activities rather than the general interest of the community.

The activity schedule is shared with the community. NGO officials can contact members of the community any time but community members are restricted to contact with the management only during working hours. This gap creates mistrust. Communication and networking among community members seemed positive.

Social media is also used by community members and NGO arranges awareness programs for communities. Communication and community participation are interlinked functions in NGOs. The findings show that proper communication system for the sake of community participation should be enhanced in NGOs.

The research study emphasizes that NGOs should realize the wants of the community by using scientific need assessment methods and before intervention these needs should be addressed. Participatory Rural Appraisal (PRA) is a need assessment tool developed by Robert Chamber in 1980 that discusses communication with the community. The literature search shows that communication skills should be considered a priority that employees have to teach especially the field teams who are directly involved in interaction with communities.

Community capacity building activities should be conducted to enhance the community's communication skills. Most NGOs use top—down communication approach (one way) in their work. NGOs should come-up with innovative and community partnership projects

where proper communication, prior to implementing any project should be conducted. Two-way communication is preferred to ensure community participation.

7.3.2 Objective two: Mechanism of NGOs to ensure the participation of employees and communities in projects.

In the past, the management of non-profit sector organizations was seen as esoteric and irrelevant but nowadays there is much greater interest to manage them using proper and organized management practices. Regarding knowledge and information sharing community desired that the communication and community participation systems should be put in-place and become functional. NGO shares knowledge and information on a regular basis and on time.

Most of the members insisted that the NGO should share the financial reports but the NGOs are reluctant to share the financial matters of the project with members of the community.. This can create a problem in building trust between NGOs and community. However, if the members of the community share problems openly with the NGO such information is helpful for NGO officials when implementing the development projects. The findings reveal that the community is encouraged to give their input by sharing ideas and suggestions. This is a positive move by the NGOs to consider the importance of the input provided by the community. Community members insisted that the NGO should share progress reports in written form and this reflects the higher literacy level of community in Malaysia.

Consultation is one important indicator of community participation. The study shows that most of the community members wish that the problems, issues and all matters which affect them should be discussed and resolved by NGOs. Communities like to be involved in consultation before a project is proposed at initial stage but the NGO only consults them before starting the project. The study suggests that the community should be consulted and asked at the time of designing the projects. However, during the implementation of a project most members are consulted during community meetings. The minutes are made but not always shared.

Participatory decision making is an essential instrument to increase community participation in development projects. The study is of the view that NGOs working in the field make decisions on their own for the communities. In this study the communities wanted to become a part of the decision making in project related matters. The NGOs gave them space but joint decision making procedures still need to be improved. Community thought that they have fair participatory system and the decision they made also are followed by them.

In order to achieve the fourth step of community participation and empowerment theory the cooperation between the NGO and community is important. However, findings of the study show that although both NGOs do consider the community when working on the projects the practice of Pakistani NGO to transform community groups into community based organizations (CBOs) is not seen in the case of the Malaysian NGO. The study shows that NGOs should realize the importance of considering needs of the community and learn from

the experiences of successful organizations. Generally, many donor driven approaches are valued by NGOs for the purpose of getting funds rather than focusing on NGO- community partnership projects.

Community should also share their resources both in cash and kind. The study finds that resource sharing is one of the ways to increase community ownership in development projects. During the study it was found that the NGO in Pakistan is practicing a monitoring system for the community. According to the leadership and employees' perception the organization has improved community participation after the placement of that particular monitoring system. The study recommends that such a practice should be put into operation in the Malaysian NGO as well. Employee and community suggestions must be recorded and compliance management mechanisms should be strengthened. During the project implementation maximum control should be transferred to the community so that when the NGO winds up its activities the community members own and continue the project activities on their own and become self-reliant.

7.4 Contributions of the Study

The NGOs need to determine what level of communication adaptation is important in their own context and explore how their system of participation works. Data collection from community members and employees of NGOs as well was collected and the study analyzed that data to match with the theoretical framework systematically.

This research study will add value in extending clarity on the subject for the purpose of adaptation and standardization of communication systems in NGOs. The data showed that communication system is an important factor in any organization to ensure the empowerment of employees and communities. Lack of communication protocols, its implementation and need for follow proper community participation mechanism in their projects. Theory of organizational information and community participation both have great worth in social development sector. Application of both theories is discussed in this study.

The findings reveal that there is a real need to make the community an integral partner in the projects of NGOs. If proper communication and community participation process is followed this will increase community ownership. The study suggests that NGOs should not rely on the practice of considering community participation by limiting it only to meetings. In any case such meetings between communities and NGOs should be result oriented.

The study states that training and development are important ways to increase relationship and participation in organizational matters. Such training and development are significant tools to transfer knowledge and enhance community capacity. Training and development leads toward empowerment. If effective communication prevails in the organization time, money would be saved and utilized for other purposes. The research findings and the literature emphasize that clear understanding and realization of community problems results in a better working environment.

This study will contribute in creating a cooperative culture in NGOs and communication will be considered as a priority. Community participation can be increased through effective communication in NGOs' projects.

7.4.1 Outcome of the study

The research study was conducted on the basis of certain variables including communication and participation for increasing cooperation and empowerment. The study suggests that Communication, Participation and Cooperation (CPC) as a community involvement model can be a way forward towards community empowerment. All the variables discussed in this study are included in this model. In other words this model can be referred to as a marriage of organizational information theory and community participation and empowerment theory.

Table 7.1 illustrates the framework of the Communication, Participation and Cooperation Model that results in empowerment. In the table 7.1 six benchmarks are given including Goal, Indicator, Techniques, Forums, Examples and Statement. Each benchmark is related with a variable mentioned in the table.

Goal: Measureable and observable end results that can be achieved as an objective. In this frame each indicator has its own goal.

Indicator: The indicators are taken as certain criteria or state or level of something that shows or provides specific required information. The indicator is also a state of situation. In

CPC model each indicator has its own benchmark. The indicator guides to assess the output.

Techniques: In this framework techniques are taken as the way or method to pursue things. These techniques contribute to the goal.

Forums: NGOs use several forums such as meetings, social events and dialogue sessions. However, in this framework these forums are also taken as contributing to community empowerment.

Example: Example refers to the standard or the ideal set criteria. It explains the status in a particular situation in context of each benchmark with respective indicator i.e. knowledge and information sharing, communication and networking, consultation, deciding together, performing together, community supervision and monitoring, community ownership, resources sharing, trust and cooperation. The detail of the indicators is given in table 7.1

Statement: by respondents. While evaluation or monitoring of any community development program generally monitors come up with any specific statement or argument. It further elaborates that at the time of monitoring and evaluation of project, where does community stand and how does community perceive the measures of NGOs that are taken for their welfare and development. However, the statement in the CPC framework refers the reflection and output of the indicators with its benchmark i.e. communication, participation, cooperation and empowerment.

Table 7.1: Frame work of Communication, Participation and Cooperation (CPC) - a way forward towards Community Empowerment

	Communication	Participation	Cooperation	Empowerment
Goal	Effective communication between NGO* and community (internal and external)	Performing together (Individuals' presence)	Trust and cooperation among NGOs and Communities (Performance without conflicts)	High level of sense of belonging and self-reliant communities for social change
Indicator	Knowledge and Information Sharing <ul style="list-style-type: none"> • Existence of information and knowledge sharing system • Shared information is accurate, on time and on a regular basis • Financial reports are shared with communities • Community is comfortable in sharing information openly • Community is allowed to criticize the NGO's work and encourage community members to give ideas for improvement 	Consultation <ul style="list-style-type: none"> • Discuss community issues • Communities are consulted before intervention of any project • Joint regular meetings of NGO and community members • Ensure participation of maximum community members in meetings • Result oriented meetings are held 	Trust <ul style="list-style-type: none"> • Fair partnership • Role and responsibilities are clearly defined • Trust among partners (NGOs, donors and communities) • Community needs and interests are preferred by the NGO • Written partnership agreement between NGO and community 	Supervision and monitoring <ul style="list-style-type: none"> • Existence of community monitoring and complaint management system • Communities are allowed to supervise and monitor NGOs' project activities • Community works as a community based organization (CBO). • Communities are allowed to meet and discuss with NGO leadership and donors during their monitoring visits • Availability of financial and physical resources in community

Table 7.1 continued				
	Communication and networking <ul style="list-style-type: none"> • NGO officials and community remain in contact with each other • Good connections between NGO and Community • Better associations among community members • Joint liaisons among NGOs working in the same area • Use of social media 	Decision Making <ul style="list-style-type: none"> • Communities have the liberty to make their own decisions • Existence of fair participatory decision making system in the community • Follow decisions that are taken in meetings 	Cooperation <ul style="list-style-type: none"> • Cooperative behavior of NGO officials • Communities cooperate with NGO • Communities cooperate with each other. • NGO cooperates in matters other than project activities • Supportive and enabling environment in communities 	Community ownership <ul style="list-style-type: none"> • Community owns projects that are implemented by NGO • Community is sensitized and will make efforts to sustain the projects • If NGO discontinues project activities community will continue them on self-help basis. • Community members are trained to run the project independently
		Perform Together <ul style="list-style-type: none"> • Community participate actively • Community members work together as a team (Community Based Organization) • Physical involvement • Delegation of responsibilities • Focused on resolving issues • Help each other 	Resource Sharing <ul style="list-style-type: none"> • Community voluntarily share their financial and physical resources in projects 	

		Table 7.1 continued		
Technique	<ul style="list-style-type: none"> • Conducting trainings • Focus group discussions • Community Survey • Need assessment through PRA • Sharing the progress of activities by NGO verbally and in written form • Joint planning 	<ul style="list-style-type: none"> • Organize formal community meetings • Making joint plan of action • Making and sharing minutes of community meeting • Signed partnership agreements • Form community support Group (CBO) 	<ul style="list-style-type: none"> • Fund raising campaigns • Joint events • Trainings • Religious and cultural celebrations to maintain peace and harmony. • Organize sports festivals • Settlement of community disputes and conflict resolution 	<ul style="list-style-type: none"> • Placement of community monitoring system • Establishment of community complaint mechanism • Training of community members on project management, communication skills and fundraising.
Forums	<ul style="list-style-type: none"> • Social awareness events by NGOs • Large community meetings • Progress review forums • Orientation training 	<ul style="list-style-type: none"> • Community meetings • NGO and Community joint meetings • PA* signing Ceremony 	<ul style="list-style-type: none"> • Celebration of international days (women's, universal children, human rights and national independence etc.) • Community debate programs and interactive theaters 	<ul style="list-style-type: none"> • Meetings with NGO leadership and donors at the time of their monitoring visits • Training events • Project Closing ceremony • Handing-taking over event
Example	NGO and community are comfortable with each other and have a good relationship	Community takes lead in project activities	Community and NGO trust each other and resource sharing is made by community	Trained community members to monitor project activities and own the project besides are not worried if it is discontinued by NGO.

	Table 7.1 continued			
Statement s	Communication makes us closer and helps us to understand each other	It's our project we love to participate in activities	We are responsible to cooperate	At the end its our problem and we have to solve it

Legends:

NGO- Non-Governmental Organization

PA- Partnership Agreement

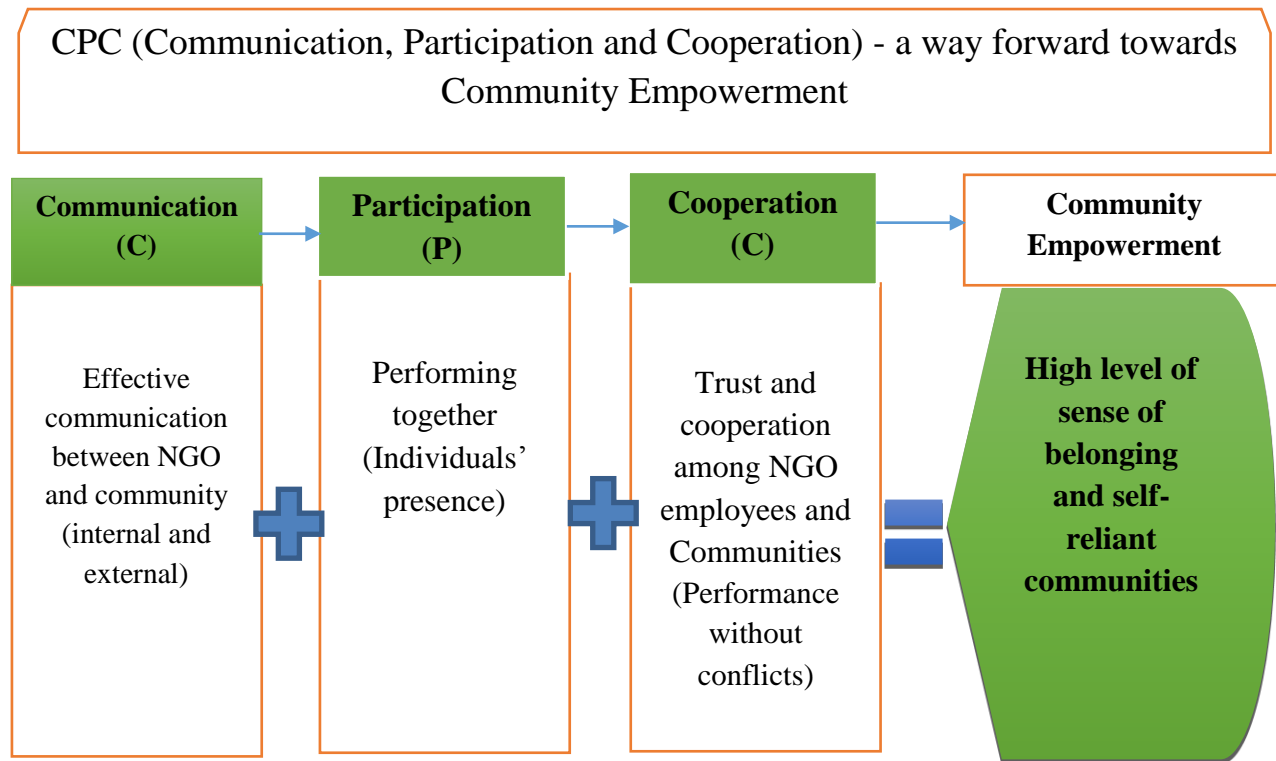


Figure 7.1: Communication, Participation and Cooperation Model.

Figure 7.1 demonstrates the process starting with communication and leading towards community empowerment. Communication (C) refers to ‘effective communication between NGO and community (internal and external)’. Participation (P) addresses performing or acting together and discusses the role of individuals who work within the organization or with the NGO. They should participate actively through their physical presences. Cooperation states trust and supporting behavior among employees and the communities. It emphasizes performance together without any conflict. At the end, the process results in

empowerment. Empowerment leads to a high level of sense of belonging and self-reliant communities.

7.5 Summary

Chapter seven discussed the background, purpose of the study, findings in the context of theoretical framework, addressing findings with research questions, contribution of the study and finally one of the outcomes of the study is a CPC model. The theoretical framework is taken as an anchor to control the entire study. Findings of the study reveal that the concept of effective communication in NGOs encompasses community participation and organizational performance.

Community participation and empowerment is fast increasing in importance as a legitimate metric to talk about the development of a community.

CHAPTER EIGHT

SUMMARY, CONCLUSION AND RECOMMENDATIONS

8.0 Introduction

This chapter presents the summary, conclusion recommendations and limitations of the study. It begins with a summary of the general findings. The last section presents recommendations for future research in relation to communication and community participation in NGOs.

8.1 Summary of findings

The idea of participation in development activities is certainly not a new one. According to Caroline (1998), in rural development, community participation has been recognized as an essential component for social revival at least since early 1950s (Nour, 2011). In the literature review several types of NGOs working for community empowerment by using various approaches are presented. These approaches including community engagement, community mobilization, community involvement, are mentioned in chapter two, section 2.5.2 in detail. The study suggests that the NGOs that work in village based interventions should consider the community as a key stakeholder.

Communication and networking in NGOs is important.. The proper flow of communication contributes in enhancing the relationship and results in a better working environment in organizations. The findings of the study reveal that communication should be emphasized and practiced by the NGOs while working with communities.

During search of literature the researcher found that several research studies had already been conducted and these mainly focus on community participation in education, community development, organizational communication and role of NGOs in health sector. Most of these studies discussed the process of participation. This research study adds to the existing body of knowledge by linking participation with communication and this makes it different.

Since organizational researches always leave generalization of the study findings as questionable, in theoretical framework several NGOs were discussed in the context of community participation practices. The study does cover a wide-range of NGOs in literature review but specifically looked at each one reproductive health oriented organization from both countries.

Both NGOs HANDS and FRHAM are making an enormous effort to use proper communication in organizations for ensuring community participation but there is still a need to further enhance it. Both NGOs have an appropriate code of conduct addressing communication internally but few employees follow this code of conduct. However, no communication related guideline or document to interact with external stakeholders (partners and community) was available

Citizens' participation is considered as important for community development. The participation process is also followed by the two NGOs. Community participation and organizational information are the best approaches to be practiced and followed by NGOs.

Overall, this study established an approach that can also be implemented. Most of the variables which were used in the study were taken from the theoretical framework.

However, proper and accurate information sharing on a regular basis was viewed relatively functional. The study proposes that proper communication and networking within NGOs should be executed. Consultation with communities on their problems and finding solutions is the most important factor in development projects to make successful. Currently in both NGOs consultation with communities does not take place at the time of project proposal development; but mostly exists only when starting the projects.

In community development sector deciding together is considered as an important element to ensure community participation and increase ownership. However, in this study it was found that the community is only partially consulted. NGOs take community related decisions by their own and this results in communities being reluctant to fully participate. The community insisted that the financial reports should be shared with them but the NGOs avoid sharing such reports.

NGOs share their progress reports verbally. Findings disclose that the community is not taken as a key stakeholder in NGOs' development projects in both countries. Most of the community members are well aware of the use of social media. Therefore, social networking is used as a communication tool with community members especially in the case of Malaysia.

The study suggests that knowledge and information sharing, consultation, deciding together and acting together are the community-led actions in development sector. One of the NGOs also uses community monitoring system to involve local people in development activities.

This study found that communication enhances community participation in the development projects of NGOs. Generally communication is never linked with community participation; it is taken only to encourage communities in development projects. The study suggests that communication and community participation are inter-linked and only proper communication flow ensures community participation at each stage of the development projects.

8.2 Conclusion

This research has found that proper knowledge and information sharing system should be practiced and followed by NGOs and community. Two-way communication system is helpful to ensure participation and resolve community issues.

Community participation is the essence of development in projects' achievements. Therefore, this approach could be used to implement projects successfully. NGOs should follow community driven approaches. Networking of relationships is considered one of the most priority areas in the NGO sector. The study insists on Communication for Community Participation (C for CP), that provides a way forward to ensure community involvement in

NGOs' projects. Several networks of NGOs have been established in Malaysia and Pakistan and they are playing their part to enhance community capacity.

The study suggests that knowledge based approaches, effective communication, knowledge and information sharing, consultation, participatory decision making and networking should be employed appropriately. This is because the study has found that despite the fact that there is a good relationship among NGO officials and community, nonetheless this relationship needs to be enhanced for better outcomes of the projects.

Findings from this study are useful for policy makers, scholars and practitioners. Policy makers can utilize these findings while drafting policies in respective sectors. Scholars can use these results to extend knowledge on the subject.

The study suggests that the communication gap in NGOs can be filled by practicing the organizational information theory. In addition, community participation and empowerment theory can be used as guide and tool to work with communities in an efficient way. In general, the study has achieved its intended goal of studying the influence of effective communication on community participation in NGOs' work.

Specifically, the study provides evidence that communication and networking are significantly related in ensuring the participation of employees and community. Furthermore, the discipline is directly related to the code of conduct, proper flow of information and knowledge sharing, consultation and performing together.

Literature shows that several studies have been conducted on NGOs in Malaysia and Pakistan but not much research has been done particularly on communication problems in NGOs with respect to community participation. This is the first comparative study of its nature between Malaysian and Pakistani NGOs in the context of communication and community participation.

Even though the study was exploratory in nature with several limitations that need to be addressed in the subsequent studies, the results are interesting for NGOs practitioners and community development experts, who can actually fit them with popular discussions on the topic of organizational communication and community participation. Exclusively, the findings have figured out the critical importance of communication and networking, knowledge and information sharing, consultation, deciding, and performing or acting together.

8.3 Limitation of the Study

In spite of the above contributions mentioned in chapter seven and eight, there are still some important limitations to this research.

One of the limitations in the present study is the fact that only one NGO from each country was selected. So the findings and results cannot be generalized. Secondly, the sample size was limited 200 ($n = 100 \times 2 = 200$) for community members who are beneficiaries as respondents in the study from each NGO. Besides, the sample size of NGO professionals was 20 ($n = 10 \times 2 = 20$).

In addition, different and more accurate picture of effective communication could be found if indicators such as information sharing with employees and community members who are project beneficiaries and multiple respondents from other NGOs or government departments.. Although the organizational sample in the present study is not very small, a larger sample would have allowed for the possibility of more robust statistical tests and additional analysis as well.

During some IDIs the NGO representative was also present. The researcher might have received some biased responses due to their presence.

8.4 Research Recommendations

The research outcomes provide support for potential use of an integrated framework to analyze the flow of communication with employees within organizations. Externally the practices of community participation were viewed. Communication and networking do matter in ensuring participation. Knowledge and information sharing are the most influential variables for ensuring participation.

In the research “consultation” and “deciding together” variables achieved the strongest and most important components in community mobilization. Moreover, financial matters sharing should also be shared by organizations. It is the most important factor in NGO sector for enhancing trust, cooperation and fair partnership between community and the NGO.

The approach of ‘Communication, Participation and Cooperation’ (CPC) is a way forward for community empowerment. Therefore CPC supports an integrated model for studying and understanding communication matters that rise in both the community and NGO when implementing community development projects.

The model of Communication, Participation and Cooperation (CPC) is not exclusively for NGOs but the government can also apply it while running community development projects. The basic aim of the study findings is to link communication with community participation that provides a practical way forward to pursue desired objectives and goals.

More studies are needed to focus on the nature of work within NGO sector. The purpose of organizational information sharing and making efforts is to improve interaction so as to ensure involvement of employees and community members and this can create an enabling environment in NGOs. Since employees are involved in such participatory processes, physically or cognitively, this may produce positive results.

Other possible elements affecting the communication and participation could also be incorporated in the study. This study was based on cross sectional research design. Cross sectional study inhibits the current study from making a definite cause and effect relationship between the independent and dependent variables of the study. Other studies could look into the causal relationships. Continuous reforms in the development sector could be followed by opinion surveys.

In order to guarantee effective communication in NGOs it is important that NGOs address the information environment, focus on information equivocality and maintain proper cycle of communication in organizations. Participation encompassing information and knowledge sharing, consultation, participatory decision making, acting together and supporting each other's work should take place. Communities should own the NGOs' projects and share their resources in terms of both cash and kind. In order to address proper need analysis the importance of community needs must be prioritized during project development and the community should be consulted at the time of project designing instead of project initiation.

8.5 Recommendations for Future Research

Recommendations for future research on the basis of this study include the following;

- 1) Communication system between an NGO and the Government.
- 2) Community participation and its implication in other sectors such as education, poverty alleviation and human development.
- 3) Community empowerment and its impacts on peoples' lives.
- 4) Sustainability of community development projects and NGOs.
- 5) Communication for community inclusion.
- 6) Community integrated development approach
- 7) NGO work with comparison of two main approaches: Charity and Development

8.6 Conclusion of the study

The research has found that at the present top down communication flow is applied to resolve community issues. However, the need to apply a two-way communication flow is justified. Community participation is the essence of development projects. Therefore, this approach could be used to execute community development projects. NGOs should follow and prefer community driven approaches rather than relying on donor driven approaches.

The research study provides an innovative model named CPC that can provide a way forward and result in effective communication with employees and communities and ensure community empowerment.

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APPENDIX - A

Map of Pakistan



APPENDIX - B

Map of Sindh province of Pakistan



APPENDIX - C

Map of Malaysia



APPENDIX - D

Map of Selangor



APPENDIX - E

Topic of the Research Study
ROLE OF EFFECTIVE COMMUNICATION
TO ENSURE COMMUNITY PARTICIPATION IN NGOS' PROJECTS:
A COMPARATIVE STUDY OF A MALAYSIAN AND A PAKISTANI NGO
Ph.D Course at Asia Europe Institute University Malaya of Malaysia

CONSENT FORM

I have got the information about research study which is being conducted by:

Mr. Mumtaz Ali

Ph.D Student

Asia Europe Institute

University of Malaya

Kuala Lumpur, Malaysia.

Under the Supervision of:

Professor Dr. Maya Khemlani David

Honorary Fellow Chartered Institute of Linguists)

Member of the International Advisory Board of Linguapax www.linguapax.org

Staff of Faculty of Languages and Linguistics

University of Malaya

50603 Kuala Lumpur, Malaysia

I am aware that quotes from the survey or interview may be included in the publications to come from the research, with the understanding that quotations will be anonymous.

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

_____ Yes _____ No

I agree to have the in-person interview and any follow-up telephone conversations.

_____ Yes _____ No

I agree to the use of anonymous quotations in any publication that comes of this research.

_____ Yes _____ No

I am willing/unwilling to participate in this research study.

Participant Signature: _____

Participant Name: _____

Designation: _____

Organization: _____

Date: _____

APPENDIX - F

Interviews of Key Informants /Experts

A. Face Sheet			
Date		Interviewer	
Interviewee		Gender	
Experience		Expertise	
Designation		Project/Program	
Organization		Place	
Province/State		Country	
Contact #		Email Address	

- 1. Do you think NGOs are helping people in reality to develop communities? (if yes/no please explain)**

- 2. Based on your experience can you explain a community's response/s to the services of NGOs?**

- 3. Do you think it is important for a NGO to share knowledge or information with the community it serves (If yes/no please explain)**

4. Do you think it is important for a NGO to share knowledge or information with the Partners (donor organization/government department) (If yes/no please explain)

5. What do you think would help to improve the flow or system of communication among the employees in a NGO?

6. Do you think there is a communication gap between a NGO and the communities it serves? (If yes/no explain)

7. Do NGOs cooperate with each other? Please explain

8. Can such cooperation be further improved? (How)

9. Do you think communities that are being helped by NGOs work together with the NGOs for example by sharing resources? (If yes how – if no how it can be improved)

10. Generally when NGOs complete a project the community does not own it and sustainability of the project is questioned. Do you agree? If yes how can the ownership of the project by the community be ensured?

11. Is there cooperation between the aims of the NGOs and the government's social development policies? (If yes explain why this cooperation is important)

**12. The best way to ensure participation between community and NGO is;
(Do you agree? Tick one Yes/No)**

Knowledge and information sharing	Yes: _____	No: _____
Consultation	Yes: _____	No: _____
Deciding together	Yes: _____	No: _____
Acting together	Yes: _____	No: _____
Supporting independent community interests	Yes: _____	No: _____

12.1.What do you think is this practice followed in NGOs? Please explain

13. Research shows that the public tend to criticize the role, function and work of NGOs.

Do you agree? If yes elaborate

14. How do you think the work of NGOs can be made more effective for a community it serves?

Thank you

APPENDIX - G

Questionnaire for NGO Employees

A. Face Sheet					
A.01	Date		A.02	Interviewer	
A.03	Interviewee		A.04	Gender	
A.05	Designation		A.06	Project/Program	
A.07	Organization		A.08	Place	
A.09	Province/State		A.10	Country	
A.11	Contact #		A.12	Email Address	

Key	Strongly Disagree	1	Disagree	2	Undecided/Neutral	3	Agree	4	Strongly Agree	5	
S/#	Description					1	2	3	4	5	Remarks (if any)
B. Communication and Networking											
B.01	Communication code of conduct is available in our NGO										
B.02	All employees follow the code of conduct strictly										
B.03	Effective communication prevails in the organization among employees										
B.04	Employees are allowed to contact with top management any time										
B.05	We have good relationship among all employees										
B.06	We have good relationship with communities where our NGO intervenes										
B.07	We have close linkages of employees and with other stakeholders/ partners they are working with us										
B.08	Top leadership of our NGO has close linkages with international level NGOs										
B.09	There are several NGO networks are working in our country										
B.10	Our NGO is the member of networks										
B.11	Employees should be allowed to use social media										
B.12	Employees are allowed for social networking on social media (facebook, twitter, linkedin & others) in our NGO										
B.13	We have good relations with donor organizations										
C. Organizational Information and knowledge sharing											
C.01	Employees are well aware about the vision of the organization										
	Would you please mention the vision of the organization: _____										
C.02	Knowledge and information is shared with employees in our NGO										

C.03	Organizational information is shared with all employees on regular basis						
C.04	Accurate information is shared with employees						
C.05	The information is shared timely with employees						
C.06	All financial details should be shared with employees in NGOs						
C.07	All financial reporting is shared with employees in our NGO						
C.08	When employees join they are oriented about the organizational history, profile and working culture						
C.09	Our NGO arranges events for awareness and motivation of employees						
C.10	Our organization arranges training programs for Employes						
C.11	Communication skills are transferred to employees						
C.12	All employees are clear about their job descriptions/role and responsibilities						
C.13	Each employee follow their job description as communicated to them						
D. Employee Participation							
D.01	We have forums of information and knowledge sharing in our NGO						
D.02	Employees participate in forums of our NGO						
D.03	Employees are allowed to share their work progress in forums						
D.04	Employees are allowed to share their views/ideas in forums						
D.05	Employees are allowed to share their concerns in forums						
D.06	Employees are consulted while making any strategy of their project/ program in our NGO						
D.07	Employees are consulted regarding organizational affairs in our NGO						
D.08	Employees are the part of decision making of their respective projects/ programs						
D.09	Employees are the part of important decision making process of the organization						
E. Community Participation Practices by NGO							
E.01	We are the equal partners of community in this project .						
E.02	Community participates fully in our NGO's activities of the project						
E.03	We consult communities before initiate activities in their areas						
E.04	We share all information of the activities with communities on regular basis						
E.05	We share the financial matters with communities						

E.06	Communities are allowed to ask any matter regarding the project from project staff						
E.07	The employees are directed to response communities accordingly						
E.08	Our NGO staff is accountable to communities						
E.09	We make community groups in project area for working together						
E.10	Problems sharing mechanism should be strengthened in communities						
E.11	Employees share community's issues/problems with them frequently						
E.12	Communities are the part of decision making for conduction of project activities in their areas						
E.13	Communities should voluntarily share their resources in cash						
E.14	Communities voluntarily share their resources in cash						
E.15	Communities should voluntarily share their resources in kind						
E.16	Communities voluntarily share their resources in kind						
E.17	Community should be trained to monitor the projects						
E.18	Communities should be allowed to monitor the projects						
E.19	Community monitoring system is strictly followed by our NGO						
E.20	Effective community complains recoding mechanism exists in our NGO's system						
E.21	Effective community complains mechanism followed strictly in our NGO						
E.22	Sustainability of any project depends up to the community ownership in the development projects						
E.23	Community owns the project activities in their areas where our NGO works						
E.24	When our NGO winds up the project activities the community will continue them						
E.25	Community is already trained to run the project independently						
Any comment: _____ _____ _____ _____ _____ _____							

Thank you

APPENDIX - H

Questionnaire for Communities

A. Face Sheet					
A.01	Date		A.02	Interviewer	
A.03	Interviewee		A.04	Gender	
A.05	Designation		A.06	Project/Program	
A.07	Location		A.08	City	
A.09	Province/State		A.10	Country	
A.11	Contact #		A.12	Email Address	

Key	Strongly Disagree	1	Disagree	2	Undecided/Neutral	3	Agree	4	Strongly Agree	5	
S/#	Description					1	2	3	4	5	Remarks (if any)
B. Communication and Networking											
B.01	NGO officials communicate with us										
B.02	Activity schedule is shared with us by the NGO										
B.03	We are allowed to contact with managerial staff of NGO any time										
B.04	We have good relationship with field team of NGO										
B.05	We have good relationship within the communities										
B.06	NGO and other partner organizations working in our area the respect their work with each other										
B.07	NGO officials are allowed to contact with us any time										
B.08	NGO officials also communicate us apart from project activities										
B.09	We are aware about the social media										
B.10	We are the part of social media (facebook, twitter, linkedin & others)										
B.11	There should be the community social/awareness forums by NGOs										
B.12	NGO arranges community social/awareness events for communities in our area										
c. Knowledge and Information Sharing											
C.01	We think there should be the knowledge sharing system with communities in NGOs										
C.02	NGO shares information about their work in our area on regular basis										
C.03	The shared information is accurate										
C.04	The shared information is received timely										
C.05	Financial reports should be shared with communities										
C.06	NGO shares the financial reports with our community										

C.07	We share the information with NGO openly						
C.08	We are allowed to critic on the NGO's work in our area						
C.09	We share ideas to improve the project progress						
C.10	Community members should be trained by the NGO						
C.11	NGO trains our community members and transfer knowledge properly						
C.12	NGO shares the progress of activities about the project which is run by them in our area						
C.13	The shared report should be verbal						
C.14	The shared report should be in written form						
D. Community Participation							
Consultation							
D.01	Community issues should be discussed with them						
D.02	NGO discusses community related issues with us						
D.03	Before intervention of any project communities should be consulted						
D.04	Before start working in our area we were consulted by NGO						
D.05	NGO arranges community meetings regularly						
D.06	All community members attend these meetings						
D.07	Meetings are result oriented						
D.08	We discuss our issues and each community member of our area is consulted						
D.09	We make plan of action jointly to resolve our problems						
D.10	We make minutes of community meeting						
D.11	NGO shares meeting minutes with community members						
Decision Making							
D.12	Communities should be the part of decision making regarding the project in the area						
D.13	We are the part of decision making for conduction of activities in our areas						
D.14	We have fair participatory decision making system in our community						
D.15	We follow the decisions made in the meetings						

APPENDIX- I

Soal Selidik kepada Komuniti

A. Face Sheet					
A.01	Date		A.02	Interviewer	
A.03	Interviewee		A.04	Gender	
A.05	Designation		A.06	Project/Program	
A.07	Location		A.08	City	
A.09	Province/State		A.10	Country	
A.11	Contact #		A.12	Email Address	

Key	Strongly Disagree	1	Disagree	2	Undecided/Neutral	3	Agree	4	Strongly Agree	5
	<i>Sangat Tidak Bersetuju</i>		<i>Tidak Bersetuju</i>		<i>Tidak Pasti</i>		<i>Setuju</i>		<i>Sangat Bersetuju</i>	

S/#	Penerangan	1	2	3	4	5	Remarks (if any)
B. Komunikasi dan rangkaian							
B.01	Pegawai-pegawai NGO berkomunikasi dengan kami						
B.02	Kami dibenarkan untuk menghubungi pegawai-pegawai pengurusan NGO pada bila-bila masa						
B.03	Kami mempunyai hubungan yang baik dengan pasukan daripada NGO						
B.04	Kami mempunyai hubungan yang baik di dalam masyarakat						
B.05	NGO dan rakan-rakan kongsi organisasi yang lain, dapat bekerjasama dengan baik di kawasan kami dan saling menghormati sesama mereka.						
B.06	Pegawai-pegawai NGO bersedia untuk dihubungi pada bila-bila masa						
B.07	Pegawai-pegawai NGO juga berkomunikasi di dalam sebahagian projek dan aktiviti						
B.08	Kami sedar akan sosial media						
B.09	Kami sebahagian didalam sosial media (facebook, twitter, linkedin & others)						
B.10	Perlu ada forum-forum kesedaran didalam komuniti sosial oleh pihak NGOS						
B.11	NGO mengatur acara-acara kemasyarakatan atau acara kesedaran kepada masyarakat di kawasan kami						
B.12	NGO mengatur masyarakat acara sosial / kesedaran bagi masyarakat di kawasan kami						
C. Pengetahuan dan perkongsian informasi							
C.01	Pada pendapat anda adakah perlu diwujudkan satu sistem perkongsian pengetahuan di antara masyarakat dan NGOs						
C.02	Kebiasaan NGO berkongsi informasi berkenaan bidang kerja mereka						

C.03	Maklumat yang dikongsi adalah tepat						
C.04	Maklumat yang diterima tepat pada masanya						
C.05	Laporan kewangan harus dikongsi bersama komuniti						
C.06	NGO berkongsi laporan kewangan dengan komuniti kami						
C.07	Komuniti berkongsi maklumat dengan NGO secara terbuka						
C.08	Komuniti dibenarkan mengkritik hasil kerja NGO's dikawasan kami.						
C.09	Komuniti berkongsi pendapat untuk meningkatkan kemajuan projek						
C.10	Ahli komuniti harus diberi latihan oleh NGO						
C.11	Permindahan pengetahuan secara betul semasa NGO melatih ahli komuniti						
C.12	NGO berkongsi kemajuan aktiviti tentang projek yang dijalankan oleh mereka di kawasan kami						
C.13	Seharusnya laporan yang dikongsi hendaklah secara lisan.						
C.14	Seharusnya laporan yang dikongsi hendaklah secara bertulis						
D. Penyertaan Komuniti							
Perundingan							
D.01	Isu-isu komuniti harus dibincangkan secara bersama						
D.02	NGO membincangkan isu-isu kemasyarakatan dengan kami						
D.03	Sebelum apa-apa projek komuniti yang hendak dilaksanakan, NGO harus membincangkan dengan pihak komuniti						
D.04	NGO telah merujuk dengan komuniti sebelum kerja-kerja dilaksanakan						
D.05	Mesyuarat diantara NGO dan komuniti diadakan secara tetap						
D.06	Semua ahli-ahli komuniti menghadiri mesyuarat yang diadakan						
D.07	Hasil keputusan mesyuarat yang memberangsangkan						
D.08	NGO dan setiap ahli-ahli komuniti sentiasa membincangkan isu-isu berkenaan komuniti						
D.09	Plan tindakan penyelesaian masalah dibuat secara bersama						
D.10	Minit-minit mesyuarat NGO dan komuniti disediakan						
D.11	NGO mengedarkan minit mesyuarat dengan ahli-ahli komuniti						
Membuat keputusan							
D.12	Anggota komuniti harus menjadi sebahagian daripada panel yang membuat keputusan mengenai projek di kawasan						
D.13	Komuniti mengambil bahagian setiap keputusan dan aktiviti yang hendak dilaksanakan di kawasan.						
D.14	Komuniti membuat keputusan yang telus semasa penyertaan didalam aktiviti kemasyarakatan						
D.15	Ahli-ahli mengikut keputusan mesyuarat yang telah						

APPENDIX- J

سوالنامہ برائے کمیونٹی

الف . ابتدائی معلومات				
الف.01.	تاریخ	الف.02.	انٹر ویو کرنے والا	
الف.03.	انٹر ویو دینے والا	الف.04.	صنف	
الف.05.	عہدہ	الف.06.	پروجیکٹ/پروگرام	
الف.07.	جگہ	الف.08.	شہر	
الف.09.	صوبہ	الف.10.	ملک	
الف.11.	فون نمبر	الف.12.	ای میل ایڈرس	

Key	مکمل رضا مندی	5	رضا مندی	4	بغیر کسی رائے	3	غیر رضا مندی	2	مکمل غیر رضامندی	1
سیریل نمبر	تفصیل	1	2	3	4	5	اگر کوئی رائے			
ب . رابطہ کاری اور										
ب.01.	غیر سرکاری ادارے کے ملازمین ہم سے کسی بھی وقت رابطہ کر سکتے ہیں									
ب.02.	غیر سرکاری ادارہ پروجیکٹ کے متعلق سرگرمیوں کا شیڈول مہیا کرتا ہے									
ب.03.	غیر سرکاری ادارے کی طرف سے ہمیں مکمل اجازت ہے کہ ہم کسی بھی وقت ادارے کے کسی بھی مینیجر سے بات کر سکتے ہیں									
ب.04.	ہمارے اور غیر سرکاری ادارے کی فیلڈ ٹیم کے درمیان خوشگوار تعلقات ہیں									
ب.05.	ہمارے آپس میں خوشگوار تعلقات ہیں									
ب.06.	اس غیر سرکاری ادارے کے ان تمام اداروں کے ساتھ بھی اچھے تعلقات ہیں جو ہمارے علاقے میں کام کر رہے ہیں									
ب.07.	غیر سرکاری ادارے میں کام کرنے والے لوگوں کو اس بات کی اجازت ہے کہ وہ کسی بھی وقت ہمارے ساتھ رابطہ کر سکتے ہیں									
ب.08.	غیر سرکاری ادارے کے لوگ اس پروجیکٹ کے علاوہ بھی اگر کوئی معاملہ ہو تا ہے تو ہم سے رابطہ کرتے ہیں									
ب.09.	ہمیں سوشل میڈیا کے متعلق آگاہی حاصل ہے									
ب.10.	ہم ادارے کی طرف سے سوشل میڈیا (Face book, Twitter, LinkedIn یا کوئی اور) اس کے حصے ہیں									
ب.11.	غیر سرکاری اداروں کی طرف سے سماجی آگاہی کے پروگرام منعقد ہونے چاہئیں									
ب.12.	غیر سرکاری ادارہ ہمارے علاقے میں سماجی آگاہی کے پروگرام کرتا ہے									
ج . معلومات کا تبادلہ										
ج.01.	ہمارے خیال میں معلومات کے تبادلے کا نظام غیر سرکاری اداروں میں						G			

						ہونا چاہیے	
						ج.02. غیر سرکاری ادارہ اپنے کام کی مکمل معلومات باقاعدگی سے اپنے علاقے تک پہنچا تی ہے	
						ج.03. معلومات درست ہو تی ہے	
						ج.04. معلومات صحیح وقت پر دی جاتی ہے	
						ج.05. مالیاتی رپورٹ کمیونٹی کو مہیا کر نی چاہیے	
						ج.06. غیر سرکاری ادارہ اپنی مالیاتی رپورٹ ہمیں مہیا کر تی ہیں	
						ج.07. ہم غیر سرکاری ادارہ کو معلومات دیتے ہیں	
						ج.08. ہمیں اجازت ہے کہ اپنے علاقے میں کئے جانے والے غیر سرکاری ادارہ کا تنقیدی جائزہ لے سکیں	
						ج.09. ہم پروجیکٹ کی بہتری کے لئے مشورے دیتے ہیں	
						ج.10. غیر سرکاری ادارہ کو کمیونٹی ممبران کی تربیت کرنی چاہیے	
						ج.11. غیر سرکاری ادارہ کمیونٹی کو تربیت دیتی ہے اور معلومات مہیا کر تی ہے	
						ج.12. جو پروجیکٹ ہمارے علاقے میں غیر سرکاری ادارہ چلا رہی ہے اس کی کارکردگی کی رپورٹ ہمیں دی جاتی ہے	
						ج.13. رپورٹ زبانی دی جاتی ہے	
						ج.14. رپورٹ ہمیں لکھت میں دی جاتی ہے	
د. کمیونٹی کی شراکت							
						د.01. کمیونٹی کو ان کے مسائل کی آگاہی دینی چاہیے	
						د.02. غیر سرکاری ادارہ کمیونٹی کے مسائل کے متعلق ہمیں آگاہی فراہم کر تا ہے	
						د.03. کسی بھی پروجیکٹ کو شروع کرنے سے پہلے اس کی رضا مندی کمیونٹی سے لینی چاہیے	
						د.04. جب غیر سرکاری ادارے نے ہمارے علاقے میں پروجیکٹ شروع کیا تھا تو ہم سے رضا مندی لی گئی تھی	
						د.05. غیر سرکاری ادارہ ہمارے ساتھ مستقل میٹنگ کر تا رہتا ہے	
						د.06. کمیونٹی کے تمام ممبران اس میٹنگ میں شرکت کرتے ہیں	
						د.07. جو میٹنگ کرتے ہیں فائدہ مند ہو تی ہے	
						د.08. ہم کمیونٹی کے مسائل پر بات کرتے ہیں	
						د.09. مسائل کے حل کے لئے ہم مشترکہ لائحہ عمل بناتے ہیں	
						د.10. ہم میٹنگ کی مکمل کاروائی نوٹ کرتے ہیں	
						د.11. غیر سرکاری ادارہ میٹنگ کے نوٹس اور اس میں کئے گئے فیصلے کمیونٹی کے ممبران تک لکھت میں پہنچاتا ہے	
						د.12. کمیونٹی کو یہ اختیار حاصل ہونا چاہیے کہ وہ اپنے علاقے میں چلنے والے پروجیکٹ کی فیصلہ سازی کر سکے	
						د.13. ہمارے علاقے میں چلنے والے پروجیکٹ کے متعلق غیر سرکاری ادارہ اختیار دیتا ہے کہ اس کے فیصلے ہم خود کریں	
						د.14. ہماری کمیونٹی میں انصاف کے مطابق فیصلہ سازی کا نظام رائج ہے	
						د.15. ہم میٹنگ میں جو بھی فیصلے کرتے ہیں ان پر عمل کرتے ہیں	
						د.16. غیر سرکاری ادارے اور کمیونٹی کی پارٹنر شپ برابری کی بنیاد پر ہو نی چاہیے	
						د.17. اس پروجیکٹ میں ہماری اور غیر سرکاری ادارے کی پارٹنر شپ برابری کی بنیاد پر محیط ہے	

APPENDIX - K

Gantt Chart of Ph.D course: Mumtaz Ali (M # QHA100005)

Milestone	Duration	Months																																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Thesis Proposal stage	1 month	■																																			
Attend Research Methodology Course	1 month		■	■																																	
Review and formulation of research model and finalization of Proposal	1 month			■	■	■																															
Desk work for chapter 1	2 months				■	■	■																														
Report Submission	1 month						■																														
Desk work for chapter 2	2 months							■	■	■																											
Report Submission	1 month									■																											
Data Collection	4 months										■	■	■	■																							
Report Submission	2 months														■	■																					
Data input and Analysis	1 month															■																					
Findings sharing	2 months																■	■																			
Desk work on Chapter 4 & 5	2 month																			■	■	■															
Report Submission	1 month																					■															
Write-up (conclusion)	1 month																						■														

