

# HRD COMMUNIQUÉ

NEWSLETTER

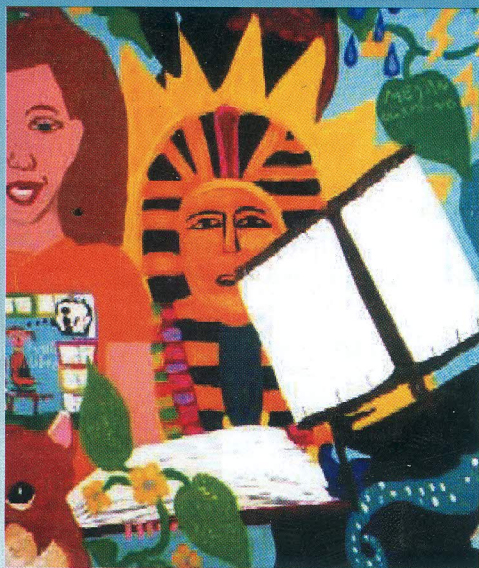
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## éducation

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Program cover art:  
Portion of Community Education Childrens' Mural painting Class

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Dr. Rashid Bajwa, Agha Ali Jawad, Roomi S. Hayat and Ms. Aqeela

## editor's note

Dear Friends

Greetings from the National Rural Support Programme!

We are back with another issue of the **Communiqué**. The last few years have shown that though the struggle towards sustainable rural development is long and arduous, but it is a righteous struggle of which we can all be proud. Development highly depends upon the products of educated minds, research, invention, innovations, and adaptation. Educated minds are not only needed in laboratories and research institutions but in every walk of life. Without educating our human resources we cannot achieve the goal of sustainable development and this is what the article in this issue is all about.

The current issue of **Communiqué** is drawn almost on the same lines as the earlier ones as far as the pattern and details are concerned. But it is unique in the sense that an attempt is being made at enriching it with more information. The change is brought about through short dialogues, articles or small graphic clips along with a write up.

The active participation and support on readers' part has imparted diversity and richness to it. We owe a great deal to our readers, as they are the ones who contributed a lot to carry on the tradition of **Communiqué**.

Happy reading!  
Best regards

RSP - INSTITUTE OF RURAL MANAGEMENT

# an interview

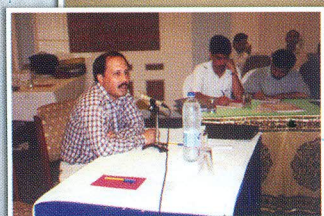
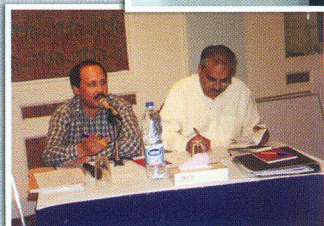
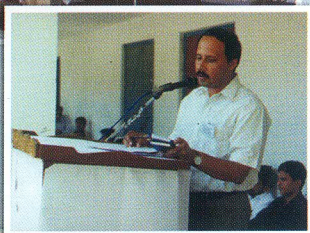
with Agha Ali Jawad

General Manager (Operations), National Rural Support Programme

## snapshot

**Name:** Agha Ali Jawad  
**Qualification:** CA Intermediate  
**Designation:** General Manager (Ops) NRSP  
**Personal Ambition:** Eradication of poverty through Community Participation  
**Areas of expertise:** – Management  
– Social mobilization  
– Micro finance- management and policies  
– Social sector services- policy and management  
– Situation analysis  
– Finance and accounts

(Reported by Fasiha Batool)



Aga Ali Jawad has been involved with micro finance and social sector development initiatives. Presently, he is working as the General Manager (Operations) of the NRSP and is responsible for managing all programme activities including rural and urban credit programmes.

Being member of the Pakistan Micro Finance Network, he is actively involved in providing technical guidance to other NGOs/CBOs. He has also organized various workshops on micro finance involving private and government agencies.

Following is an informal interview with Agha Ali Jawad. The interview was an opportunity to share his vision for rural development and to explore his perceptions, as a professional, of the organization he is working for.

**Q** Would you please tell us briefly about your work before you came to NRSP?

**A** Having done my CA Intermediate from the Institute of Chartered Accountants of Pakistan, I had no plans to enter into the development field. Basically, I belonged to quite a poor family and my major concern was a well-paid job. Money was the only consideration. But when I joined Save the Children, I developed an interest in working for people and facilitating them in bringing change in the quality of their life. I started working with USAID. I worked there for five years and then I moved to Save the Children USA where I spent four more years. I started going to the field whereas I joined as a finance person. These are the organizations where I worked before coming to NRSP, so my working experience is combination of NGOs and Government Organizations. This really helped me in broadening the canvas of my mind regarding the fruits of development. That was really inspiring.

*(He has been humble while talking about his experiences.)*

**Q** How long you have been working with this organization?

**A** It's now about six years and I plan to go on for...  
*(He wouldn't say!!! But one knows that with Agha Ali Jawad, the NRSP has proved to be a home away from home)*

**Q** Do you think that community participation is indispensable for poverty alleviation?

**A** Definitely! Let me place it this way that Community Participation is the most effective tool for eradication of poverty. It is all well if you have the resources to implement macro economic policies. But, as

a developing country we have resource constraints, so, if we alleviate poverty through community participation we can have three advantages; we can make optimal use of human and natural resources, people start owning activities or interventions and take responsibility of maintenance and operations and we develop human capital when we involve community in developmental programmes.

**Q As a General Manager do you see any loopholes in NRSP that should be filled?**

**A** As far as Programme philosophy and methodology is concerned it is near to perfection. That is why when people join NRSP they develop commitment to work for this philosophy. Obviously, every organization faces some problem in management but we are trying our level best to cope with them. That is why we are increasing checks and balances in our credit programme. One of my goals for the future is to separate credit operation from the remaining programmes of NRSP. This programme has grown so much that at times it dominates other activities.

**Q How can we meet the constantly growing demands occurring in our portfolio?**

**A** In the development sector, demands and interventions are always coming up. I don't see any resource constraint at the moment. The main problem is programme package. Sometimes we do have resources but we don't know how to allocate them.

**Q Where do you foresee NRSP after twenty to thirty years from now?**

**A** So far NRSP has touched only twenty-seven districts of Pakistan so in future it can play vital role in eradicating poverty in the remaining areas. I think it will be present either in the form of NRSP or in the form of some other RSP in each and every village of Pakistan.

**Q In all these years what do you think are your achievements?**

**A** I have decentralized the operations. All regional operations are now fully autonomous. They can make their own decisions. I align my strategy with the programme strategy and harness peoples

potential. You can't harness peoples potential unless you allow them to work according to their requirements and field situation.

**Q Is there any role model or personality who is the source of inspiration for you in your field?**

**A** Like everyone who works in NRSP I can say our chairman Shoaib Sultan Khan is a source of inspiration for professionals in the field of development and community participation. He is the pioneer and a legend in rural development and social mobilization not only in Pakistan but also in South Asia. One aspires to walk in the footsteps of Dr. Akhter Hamid Khan, as he mobilized the poor who were trapped in the vicious circle of poverty and helped them in uplifting their standard of living.

**Q Did you ever realize contradiction in what NRSP says and what it does? How did you respond in that kind of situation?**

**A** There is always a difference so is the case with NRSP, we want to idealize something, but due to ground realities, problems in management structure, not having proper human resources and last but not the least financial problems, sometimes we have to make by-passes or shortcuts (to be effective). We have debated this issue and have concluded that we should continue to have ideals in our mind and try to improve our performance. We should not lower our standards to meet the ground realities.

**Q In the end would you please like to convey some message through our newsletter "Communiqué" to the staff and NGOs working for development?**

**A** My message to the NRSP staff and other NGOs is that they should think more about philosophy and methodology and debate on issues. But above all, "be true to thine own self"; if you are sincere with your work and are committed to your profession you can perform better than if you are more knowledgeable but not committed to your work. So, if you concentrate on your work, you will find your way and will be able to render your services.

**Summary of Achievements**

till November 2002

<b>Community Organizations (COs) formed</b>	<b>17,605</b>
Men	10,522
Women	4,849
Mixed	921
Water User's Associations	1,313
<b>CO membership</b>	<b>367,585</b>
Men	261,619
Women	105,966
<b>CO savings (Rs. Million)</b>	<b>279.56</b>
Credit disbursed (Rs. Million)	3486.65
Loans to men	215,227
Loans to women	38,952
<b>Persons trained (community)</b>	<b>129,447</b>
Men	84,926
Women	44,521
<b>Persons trained (Staff)</b>	<b>6,832</b>
Men	5,272
Women	1,560
<b>PI schemes completed</b>	<b>5,873</b>
Households benefited	154,590
Total cost (Rs. Million)	498.016
<b>Community schools established</b>	<b>227</b>
Students enrolled	11439
Boys	6,136
Girls	5,303

Source: MER Section, NRSP

**Pakistan Speaks**

The many vernaculars of Pakistan run riot with English words. Thus (though not in all languages — they differ widely):

**Backside:** one's antecedents, the past. Eg: "rich from the backside"—no parvenu.

**Bootpolish:** to lick someone's boots.

**Cheap:** coarse, sly, petty, low-class.

**Condemn:** (pronounced "cundum") worthless, battered, obsolete.

**Lift:** special attention, praise

**Light:** electric power

**Meter:** "his meter has done full circle"—he's lost his temper.

**Number:** "make a number for oneself"—use the situation to one's own advantage.

**Pull-through:** (of a person) lightweight (from the thing you clean a rifle with).

**Self:** car ignition.

**Typical:** (of a person) a bit peculiar

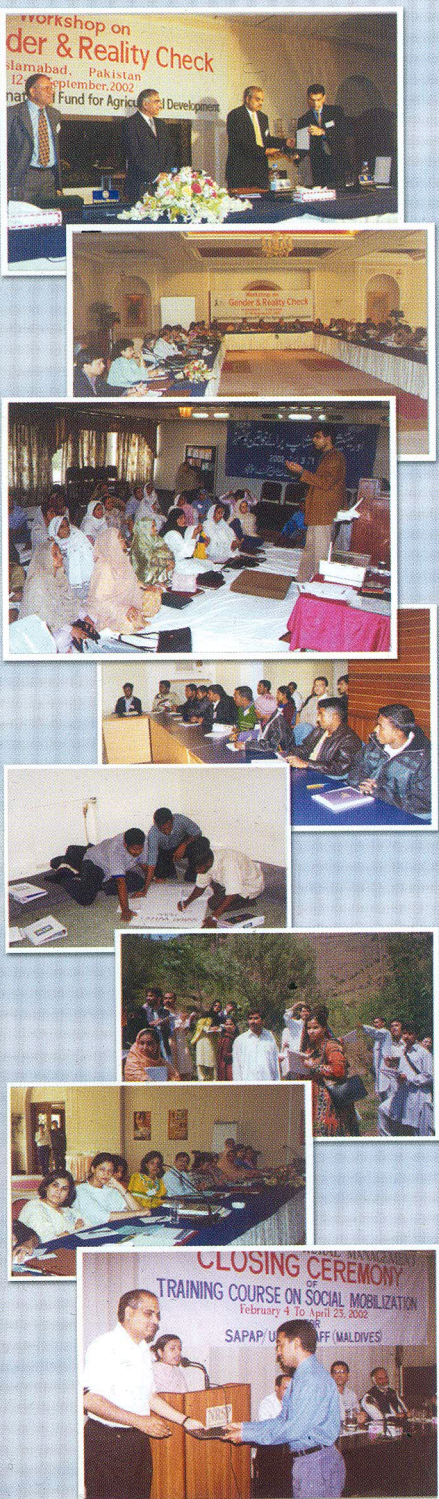
**Water:** ("vutr") an irrigation channel.

**Work:** ("vur'k") canvassing for votes.

For all of which, and more, thanks to a *Pakistani* reader, Shehryar Mazari.

(Taken from *The Economist*, Dec 21, 2002. P-121)

- Crossing boundaries
- Drive on...
- Study and exposure visits to NRSP
- Ventures in collaboration with district governments
- Turning a new leaf
- A step towards basic adult literacy
- Advocating environment protection
- Debt bondage project Hyderabad
- Recognition of the services in the area of capacity building
- Gender and reality check



### Crossing boundaries

Maldives - a country spread over 1200 coral islands in the Indian Ocean, faces several developmental challenges in its quest for improved quality of life and living standards.

The experience of NRSP in the field of social mobilization led the UNDP SAPAP to send a 20-member group to Pakistan to attend an 80-day training course in the "Concepts and Philosophy of Social Mobilization". 20 participants (1 female, 19 male) attended this course conducted by NRSP - Institute of Rural Management at Islamabad. Not only classroom training was imparted to the participants but they were provided with a flavor of activities conducted at the regional, field unit and community level in the NRSP programme area as well.

Later, another group attended training in social mobilization in Islamabad, organized by the NRSP - Institute of Rural Management.

### Drive on...

Even the most experienced of drivers need refreshers from time to time. Keeping this in view, a two-day training for 18 drivers from Action Aid, Islamic Relief Fund, Save the Children, GBTI and NRSP was conducted. The participants were all experienced yet interested in improving their skills. The trainers explained traffic rules as well as different methods of dealing with traffic police in case of accident. Other important features of this training included time management, record keeping and vehicle maintenance.

### Study & exposure visits to NRSP

● Officials representing various Departments of the Government of Balochistan, visited NRSP. Their visit was sponsored by UNDP, funded by Balochistan Tribal District Management. The participants were given

detailed briefing on the functioning of NRSP and IRMs capacity building activities. The officials also visited field units of NRSP in Fateh Jang and Pindi Ghaib.

● NRSP-Institute of Rural Management organized a one day "Orientation and Exposure Visit to Rural Support Programmes", for Government Officials from different departments and other line agencies. The participants were briefed about Rural Support Programmes, RSP Network and the role of RSPs in participatory development process. They were also taken to the field to observe practical implications of various developmental initiatives undertaken on self-help basis.

● A one -day visit of representatives from DAMEN was organized from August 8 - 9, 2002. The participants studied the RSP model and the saving and credit model of NRSP.

● A visit for representatives from DACAAR was organized from August 6 -8, 2002. The participants were briefed about the NRSP. Efforts of NRSP in social mobilization and improving the quality of life of the rural poor were much appraised.

### Ventures in collaboration with district governments

NRSP did a joint venture with the District Government Jhelum by signing a Memorandum of Understanding for extending its participatory development programme to Jhelum. The MoU details the responsibilities of the community and elected councilors in implementing small physical infrastructure schemes in a participatory manner.

Under this partnership, the projects would be implemented according to the needs identified by the communities. The costs for all the projects would be shared between the community, District Government and NRSP at the ratio of 50, 30 and 20 percent respectively.

In this regard, situation analysis of Union Council Bokan, Jehlum has already been completed, project feasibility and technical reports for six projects have been approved and work has been started on these physical infrastructure schemes.

### Turning a new leaf

Enterprise development training brings about radical changes in the life of poor masses. Under the Enterprise Development Training Programme of the NRSP-Institute of Rural Management, two new trainings were initiated following the needs identified by the community. These training in candyfloss production and rope making are hoped to bring about substantial changes in the lives of the rural poor through increase in their income and a subsequent increase in the quality of life. These training have already begun to show their impact. (The story of the impact of candy-floss production training is added in this issue)

### A Step towards basic adult literacy

Education is the key to break the vicious circles of ignorance and dispossession. Lack of education is one of the major impediments to development at the grassroots. The lack of education and training of the president/manager of Community Organizations (COs) has affected the performance of some COs. A strong intervention in the area of adult literacy was required to address the issue and to enable them to take their share of development. The NRSP-Institute of Rural Management, in an attempt to address the issue designed and organized a four day training course for the community activists lacking any formal education. A group of eight women, illiterate and semi literate participated in the training. The training enabled the participants to write their names, the name of their village, names of CO members and the names of their union council and the identification of several relevant documents.

### Advocating environment protection

The NRSP itself has been working with a holistic focus towards alleviating poverty of the rural communities by following a participatory development approach. Environment remained an area where indirectly much work has been done through natural resource management interventions but as far as advocacy material was concerned not really much had been produced. Under a

UNDP Global Environment Facility-Small Grants programme Project, the Advocacy Communication, and Networking Unit of NRSP-Institute of Rural Management entered into a contract with GEF and developed advocacy material for awareness raising about various environmental aspects in the areas of reduction in global warming, conservation of biodiversity and protection of international waters along with the modules and other reports.

### Debt Bondage Project Hyderabad

With the goal of poverty alleviation at the grassroots, the National Rural Support Programme has initiated a new venture in collaboration with ILO in Hyderabad, Sind. The project is called "Prevention of Family Indebtedness with Micro Finance and Related Services".

The project aims at preventing the vulnerable families falling into labor exploitation as a result of their indebtedness. Many of the families, which were previously bonded laborers, have now been freed through court decisions and are target beneficiaries of this new NRSP initiative. NRSP is trying to organize and empower the freed families. For this purpose baseline data has been collected to initiate a number of interventions, such as human resource development, savings and credit programmes, basic health and primary education. NRSP facilitates these families in preparing micro investment plans, so that they can adopt effective strategies based on the identification of needs.

### Recognition of services in the area of capacity building of the rural poor

The ESCAP HRD Award is presented every year, by the UN Economic and Social Commission for Asia and Pacific (ESCAP), in recognition of exemplary work in the field of human resources development. The ESCAP HRD Award is administered in pursuance of the Jakarta Plan of Action on Human Resources Development in the ESCAP Region.

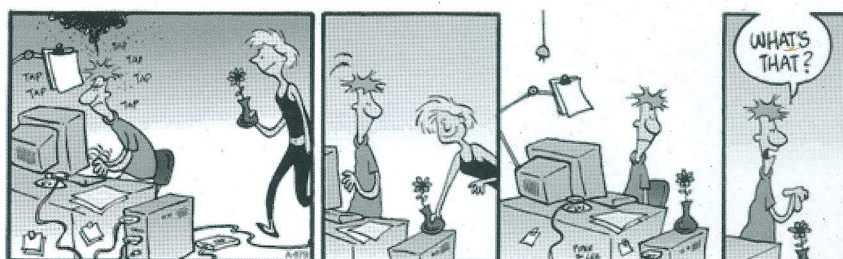
The jury selected, for honorary mention, the Institute of Rural Management, National Rural Support Programme, Pakistan, in recognition of its work in capacity building of the rural poor. A case study of the institute, including the organizational profile and the extent and types of developmental initiatives designed for the skill enhancement of the rural community, will be on its way soon.

### Gender and reality check

In order to assess the project progress and to undertake a reality check of the interventions in terms of gender mainstreaming, the National Rural Support Programme through its Institute of Rural Management, in collaboration with IFAD organized a 3-day "Gender and Reality Check Workshop" at Islamabad from September 12 to 14, 2002. Representatives from other IFAD funded projects were also invited to share the level of gender mainstreaming achieved as a result of activities in their programme area. An important aspect of the workshop was the review and suggestions invited by IFAD on its Country Strategic Opportunity Paper (COSOP) for Pakistan. This was an opportunity for the project implementators and other project staff to share their experiences and suggest improvements in this draft document.

### An Interesting Study...

Stephen and Rachel Kaplan, professors and researchers at the University of Michigan in Ann Arbor, have found a link between mental burnout at work and a lack of exposure to nature. In one study, office workers with at least a view of trees from a window experienced lower levels of job pressure and higher levels of job satisfaction than those with no natural view.



TREVOR by Piper and Lee

What we've discovered is that one's capacity to focus and direct attention becomes fatigued in the modern world. People become irritable, erratic, and less competent. Natural environments are the best cure, says Stephen Kaplan.