

National Rural Support Programme, Pakistan

HRD COMMUNIQUE

NEWSLETTER 2000

ISSUE 4 & 5

OCTOBER 2000 - JANUARY 2001

Editors Note

The **HRD Communiqué** is completing a year with this last issue of 2000. This entire series was thematic and the idea was to reflect upon certain key issues in the development arena. As it is, advocacy is not only emphasizing on one's work and ideas but also contribute, as whole, to the very cause that one is working for. As development practitioners, it becomes all the more indispensable for us to positively bring forth the concerns for better future evolutionary strategies.

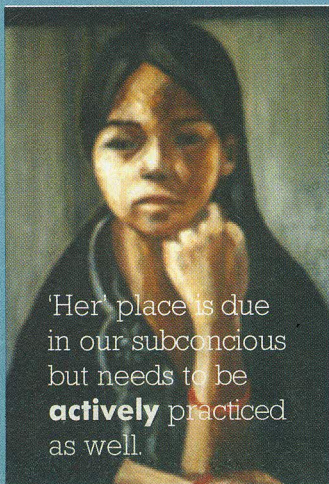
I would like to pay my gratitude to all individuals and organizations, who have played an important role in conceptualizing, contributing and offering other support to the **HRD Communiqué** and made it possible for it to successfully complete a year with yet, another high note for the next year to follow. In particular, for the cooperation of various development organizations for the section on 'development news fillers'. This section escalates a feeling of mutual networking among organizations, enables to provide relevant information on the work of other development organizations and adds to the self sufficiency of the newsletter, which according to various past examples scattered around is an important factor.

We humbly hope that the interest of our readers in the **HRD Communiqué** discovers new and honest peaks in the coming year and as always we welcome your comments, suggestions, and material for the newsletter.

With best wishes.

Devouring time, without a dime;
I am a woman, that is a crime.
Enslaved in coarse fetters; but my steps are sound.
I have been reared to be in the background
"Toil, toil away you weakling"
The life will end; but the misery is never ending.

Shahida Ahmed



Painting Courtesy: World Wide Web

Do you recognize me?

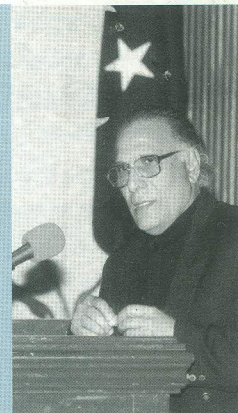
Women Empowerment

'Her' place is due in our subconscious but needs to be **actively** practiced as well.

THE VISION 2000

An Interview with Shoaib Sultan Khan (Part-II)

As to how I manage to do as many things. I don't do all this myself, "A good manager does nothing himself but leaves nothing undone".



Q When NRSP started initially it was considered to help government Schemes in implementation through the grassroots organization but it did not exactly happen that way, how do you feel about that?

A That is the ultimate objective and I don't think any government in South Asia is as liberal as the government of Pakistan as they gave us a billion rupees just to set up these two organizations that's quite a commitment. Then of course, for Sarhad Rural Support Cooperation I would have preferred an endowment but then that has a project approach but still RS 7-800 million of government money passed through it; Rs 100 million was given for Gazi Barotha Taraqati Idara.

continued inside . . .



What's Inside

- **THE VISION 2000**
An Interview with **Shoaib Sultan Khan**
Part II
- News highlights
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- Empowerment of Women in NRSP
- Development News
- Food for thought
- Historical Journey of Constitutional Rights

Editor:

Graphic Design by:

Acknowledgments to:

Shahida Ahmed

Mohsin Jamal

Shoaib Sultan Khan, Dr. Rashid Bajwa, Roomi S. Hayat, Chias Mohammad Khan, Aqeela Tahir, Rehan Chazanfar

continued ...

Well, we have not got all that we wanted from the government but it still shows quite a bit of interest from them. We all know that the government takes time, the process is not all that fast unless you are able to demonstrate it is not convinced and then of course you have to show them concrete results or impact before you can expect anything at all.

(The chairman of most RSP's in Pakistan and a successful implementor of participatory development model in South Asia had the truth and logic all laid out on the table. It was difficult for him to miss out anything at all. This detailed analytical semblance of truth about the government interest in development came across as the real strength of Shoaib Sahib)

Q It's the new millennium now do you think there is a need to reshape the approach with all these new players coming in to fulfill the criteria of the present scenario?

A The concept has stood the test of time as you have rightly mentioned. If you want the exact date it is 1849 when Raifeissen thought of the model and it has over the years stood the test of time and the organization of communities. This approach came across strongly in Japan, Taiwan and South Korea. What are the things, which are important? It is the people's willingness to help themselves to improve their situation if people are not willing you can not reach out to them. It is not possible. There is the need for sincere and genuine leadership to organize the people and to take them forward. This guidance and conviction has to come from amongst the people themselves and their leader should be able to guide them as the social capital, which is our collateral as well as the key to success. If there is no genuine person and no social capital then that community will go stale and of course, someone can exploit them. The third option is to bring all these to a fusion, how do you sensitize the communities and the people that you have this potential and that if you organize then you can unleash the potential existing in them. For sensitization there is need for support organizations, which fulfilled by the RSP's — you need to find genuine leadership and for that you need the RSP's or the people who are dedicated who believe in it; people like you. So weather it's the millennium or anytime-these three things are the key ingredients and how you find them is another story all

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together. Although the program Package is always changing, the northern areas needed 1000 irrigation channels for betterment of the situation of the poor, other areas need something else; may be they need to concentrate on credit oriented activities that doesn't mean that the infrastructure is not needed but it is a question of how much of a certain intervention is needed and all we need is a holistic approach.

(The feeling encapsulating the atmosphere became all the more assuring in the presence of this inspiring personality. One tends to realize about the importance of a strong sense of direction given by the right guide and with the exact choice of path one is bound to progress in the right direction. Although one can not help but wonder, about the continuous circumstantial testing and taxing of a leader and how almost always their moral fiber is put to test. Perhaps it is all about patience, clarity, Perseverance and the right path because the rest is not in one's own hand)

We must not forget the basic tenets and we will take this idea forward I have always maintained that this approach is not something which can be expanded it is replicable so if AKRSP was successful it was not possible for AKRSP to expand all the way in another area. We need independent, autonomous organizations for geographical units such is in every district or every 2-3 districts. We are trying to do this in Punjab. So you know these are the changes coming about, You see AKRSP, NRSP and PRSP such are independent autonomous organizations of course you provide back up with HRD and Monitoring which are centralized. So you were asking about the millennium approach and this is the new approach. The background of it is that the Human Resource Development and the monitoring Assessment and Planning are all-important components and all need to be there and can be centralized with local autonomous grassroots organizations.

Q We have moved from a process-oriented approach for capacity building to a target oriented approach of poverty alleviation what should be the role of HRD in this. What are the guidelines and the vision for HRD?

So you were asking about the millennium approach and this is the new approach. The background of it is that the human resource development and the monitoring assessment and planning are all-important components and all need to be there and can be centralized with local autonomous grassroots organizations.



A HRD is the core of the process because all that we are doing is training the people, which are important and HRD trains a large cadre, who also need refreshers. HRD is there in the entire process from the beginning to the end; from sensitization to social mobilization to leadership training and then finally technology transfer to all. We need to remember that it is there from the beginning to the end that other things also come in like the vocational training programme, which is a good approach for unemployment and then we find that a lot of demand from outside organizations is also there for training. (Ultimately, this whole thing is subsumed at HRD because you find that your management and even field staff become the trainers. Thus, the whole thing is HRD and it is the focal point and closely interconnected with all the rest of the working sections).



(Shoaib Sahib's persuasive voice complemented his point further by driving the point home. His emphasis seemed focused and his idea on capacity building and human resource added optimism to the fulfilling role of HRD. He himself was empathic when talking about the availability of unharnessed human potential and that slight quiver of overwhelming emotions in his expression was more powerful than any other means to put that message across effectively. This puts HRD's role into a very broad perspective, which is very demanding.)

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

A If we want to do more things then we need to find more resources — (His witty remark was short and crisp and perhaps said it all)

Actually, I am hoping that each RSP will have to build their own capacity at the field level and then of course all regions will have to go towards that duration and then HRD-NRSP will be there for support and expertise, guiding them along the way — Ultimately, I am hoping for the establishment of an HRD institute or an institute of rural management.

Q What is your plan for the RSP's on the whole and where do you see them 40 years from now?

(One could sense the smile at the edge of Shoaib Sahib's face as if he was a proud father talking about his children and he was being cajoled by questions about their striving and Progress trying to pit one against the other to get a pat on the back by their mentor)

A Of course, the ultimate objective is how do we have a countrywide frame work of grassroots organization so there is a need for a support mechanism — call them RSP's or what ever. In that context as was done in the case of GBTI by NRSP support will be needed to help setting up of RSP's. NRSP and HRD NRSP have an important role to play because if they deviate then they will end up else where like Baluchistan Rural Support Programme.

PRSP and NRSP have their own endowment as seed money upon which they can build for expansion and developing linkages to achieve more. NRSP has done quite well I see this to be the best

approach, to have an endowment and then let the organization grow build itself up. They need to work all the time, be competitive and cost effective all the time. I think the greatest tragedy would be if NRSP

becomes like a government organization then it will lose all its value that's what each Programme has to understand and be conscious of and I think

they already are.

(This indeed was proving to be an overwhelming experience. Once one realized Shoaib Sahib's perfectly carved out middle way to development, which supports the government and the private organizations and yet enjoys the efficiency of a competitive organization while having the credibility of a government one and yet, avoiding the shortcomings of both. These are the few men with substance who are 'creators of islands' not 'revolutionaries, since the islands remain and develop while the revolutions are only remembered for their death statistics).

Q You are busy travelling and working all the time, juggling your family life with the work and the fitness must be quite demanding. How do you do it?

A Without the support of my family I could have done nothing. They have always been very understanding. As to how I manage to do as many things. I don't do all this myself, "A good manager does nothing himself but leaves nothing undone". However, if you look at my responsibilities it is supervising a dozen people who then get the work done from the top downwards - that's what impressed the World Bank people that from the top management to the drivers all speak the same language. This is what is impressive and I don't do that; it is all these professionals who do it. It is they who run the show — Besides, the people are the real force who can guide, they can truthfully tell you if you are on the right track and if you are doing the right thing; they are the real arbitrators. As for my health yes I get up at five and make it a point to go up trail 3, it is not easy to keep fit.

(This last note of the interview left more curiosity behind, enveloped in just a little information, that we could gather about this man who is truly larger than life. His source of life seemed to be drawn from the deep-rooted belief in his work and his experiential learning from the people, which has further strengthened his conviction in wholesome goodness of the people, universally)

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