

# HRD COMMUNIQUÉ

## NEWSLETTER

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## Public, Private Partnership

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## editor's note

Dear readers

We are greatly pleased to present the current issue of the **HRD Communiqué**. The theme of the Communiqué for this quarter is Public, Private Partnership.

"Partnership" has become one of the most widely used words in recent discussions on international development strategies. But the concept of "partnership" has begun acquiring a new meaning as it is now being described as a tool for development itself.

In developing countries the public sector usually has limited resources for implementing projects on its own so in such countries partnership between the two sectors is being promoted to maximize and realize its benefits and to bring about positive and significant changes for the socio-economic well being of the citizens in general and poor in particular.

The problem faced by the public sector access to the poverty stricken and private sector has demonstrated exceptional capacity in reaching the poor and the disadvantaged.

Under appropriate circumstances, forming partnerships between the public and private sectors can open up opportunities for additional resources, improved service coverage, and enhanced quality in services. Through appropriate arrangements, partnerships are expected to utilize and explore the combined strengths of the partners that are involved.

In order to enhance the socio-economic growth and to revive the economy of the country there is a need for the public and private sectors to carry out developmental processes.

A cooperative venture between the public and private sectors, built on the expertise of each partner best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards. This way each sector augments each other's activities, as both sectors will play their respective role in the disbursement of services. The two sectors by way of carrying out common measurements can bring about feasible results by helping out in overcoming the weaknesses of each other. For instance in developing countries like Pakistan against the public sector having the resources and authority to allocate them in the development activities the private sector has excellent management and the qualified personnel, which is a must for the success of any project.

Apart from articles this newsletter embodies, comic graphic clips, a book review, and a write up (informative). Do write to us and let us know about the usefulness of the issue.

# public, private partnership

## snapshot

- Partnership
- Public and private sector
- Difference and interaction between the two sectors
- Why partner with others?
- Public/private partnership as development strategy for developing countries
- Pre-requisites for partnership
- Outcomes of partnership
- Dos and don't of successful partnership
- Conclusion

## Partnership

Partnership is a voluntary collaborative agreement between two or more parties in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits. It also means, "Collaborative" activities among interested groups, based on a mutual recognition of respective strengths and weaknesses, working towards common agreed objectives developed through effective and timely communication".

"Partnership" has become one of the most widely used words in recent discussions on international development strategies. But the concept of "partnership" has begun acquiring a new meaning as it is now being described as a tool for development itself. "Partnerships" refer to any form of joint effort or undertaking of public and private sectors for achieving common objectives.

## Public and private sector

Without an understanding of the nature of the public and private sectors: who they are, what they do, how they work together and what conditions are necessary for forming partnerships it is difficult to get to know about their partnership or collaboration.

The term public and private can be confusing as there are many ways of defining these two and no single definition is adequate enough to explain their roles. In simplest possible words the term private sector generally refers to non-government institutions and the term public sector to government or public institutions. The private sector can be further categorized into private-for-profit institutions and private not-for-profit organizations. The private sector, by its very nature has a less-easily defined role. Both these sectors can augment to each other's activities as both have some strengths. For instance the private sector is known for its investment for quality improvement, excellent research, new service development and improved management standards.

The private sector is recognized as an important stakeholder in development activities and has

a critical role to play in addressing various challenges in the partnership. The private sector is being encouraged to seek opportunities to collaboratively engage in the identification of project concepts and objectives as well as in the financing, and monitoring and evaluation of various projects. It is abundantly clear that with global issues like poverty and scarcity of resources to eradicate, it will be solved only if the private sector also weighs in with its vast technical, managerial and financial resources and expertise. The importance of engaging the private sector in development activities is reaffirmed time and again.

## Difference and interaction between the two sectors

There is a need to understand what each sector can and cannot do in order to take advantage from partnerships. It is commonly understood that, as a prerequisite, partners should have some common features and share common vision and objectives. But in actual practice both these sectors are different as far as the mode of the delivery of services is concerned but this is what makes it easier for the two to perform different tasks according to their expertise. Though different in many ways the public and private sectors constantly interact in their activities.

## Why partner with others?

Meaningful partnerships are the foundation for success. A partnership is what enables any two groups to make continuous improvements. Partnerships are created when there appears to be no one person or group responsible for an issue; it doesn't seem possible to solve the problem or address the situation by just one group - due to magnitude, lack of knowledge or vague nature of the issue; the cost of solving the problem or addressing the issue is too costly for one group to address; or it is important to have a large number of people involved to educate.

## Public/private partnership as development strategy for developing countries

Public Sector in developing countries has limited resources for carrying out developmental

activities. Health and education being the two most important sectors of a country, need to be improved and developed. The government faces a number of difficulties in providing these services. This has resulted in greater involvement of the private sector in the finance and management of services. The role of private sector in developing countries is a very crucial and an indispensable one. Over the last few years the private sector has proved to be very effective in providing quality services. Both public and private sector can complement each other's roles and can collaborate for better results.

The long-term interests of both parties have to be best served by a reasonable share of the overall tasks and benefits and this can be achieved by playing to the strengths of the private sector and by providing packages of work and long-term relationships which maximize the value of using commercial management.

The problem faced by the public sector is that of lack of outreach and private sector has demonstrated exceptional capacity in reaching the poor and disadvantaged. Under appropriate circumstances, forming partnerships between the public and private sectors can open up opportunities for additional resources, improved service coverage, and enhanced quality in services. Through appropriate arrangements, partnerships are expected to utilize and explore the combined strengths of the partners that are involved. This is not to diminish the role of either public or the private sector. The role of the government is important, but the function of the private sector cannot be excluded in the overall development strategy.

## Pre-requisites for partnership

Partnerships can be used to effectively expand resources and improve services. Partnership occurs where there are:

- Mutual trust and understanding
- Common objectives
- Agreement to undertake activities
- Activities that build on each other
- Equitable treatment of both partners
- Clearly defined tasks, terms and objectives
- Legal and regulatory frame work

- A shared agenda
- A plan for the contributions and benefits of the partners
- Effective leadership arrangements
- Accountability / check system / monitoring

### Outcomes of partnerships

Partnerships are not ends in themselves but ways to achieve ends. Working together with others is far from easy. If partnerships are not properly managed, then they fail as tools of development. The outcome of partnerships relies on the judgment of whom to form partnerships with and how they can best combine their strengths. Both sectors should monitor and supplement each other's activities.

### Dos and don'ts of successful partnerships

- Both sectors should maintain their integrity
- Both should perform their part of the tasks
- Both sectors should not interrupt each other
- There should be coordination between the two sectors
- Tasks should be assigned according to expertise
- Resources should be properly allocated and utilized
- Both sectors involved in collaboration must agree on goals and timelines
- Each sector must benefit from their participation
- Timelines should be developed with clearly agreed upon strategies to achieve results

### Conclusion

Public-private partnership will help support human development; promote gender equity; support the development of small and medium-sized enterprises and encourage private sector development. The main strategic objectives of public-private partnership should be poverty reduction in rural areas, improvement and well-being of rural people, the elimination of hunger and implementation of social development activity. It will also promote investment opportunities and mobilize private sector resources for implementing national sustainable development strategies.

Reliance on government services only has proved to be inadequate. Sole reliance on private initiative and markets only is also deficient.

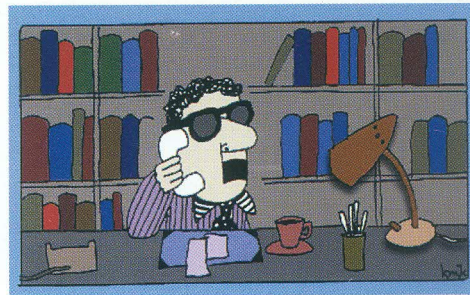
Public private partnership can work well, provided that both the government and the private sector work in a trusting and collaborative way to achieve common goals.

The notion of public and private partnerships should not be limited to collaborations between the government and the private sector.

Partnership of the two sectors will promote good governance in Pakistan and generate sustainable job opportunities. It will also help support human development; promote gender equity; support the development of small and medium-sized enterprises and encourage private sector development.

Source:

1. *What should Public/Private Partnership mean?*  
(by Rob Brown, PA Consulting Group London)



**"You've written a charming rural tale that will delight readers of all ages, Miss Huxtable. There's no need to keep shouting 'publish and be damned'..."**

## NRSP and Private Sector Partnership

### The sugarcane productivity enhancement project in Rahim Yar Khan

In Rahim Yar Khan, an innovative project intended to improve the productivity and profitability of sugarcane grown by over 4,000 small landholders is now in its third year. The project's partners are NRSP, AJK, Agri Solutions Ltd. and Jamal Din Wali Sugar Mills Ltd. The project members now grow sugarcane on almost 10,500 acres of land. Members of 292 COs have saved a total of Rs. 4, 305, 281, averaging Rs. 14, 744 per CO and Rs. 1, 056 per member. During the 2003 season the number of farmers taking credit grew to 3, 202. Micro credit amounting to Rs. 56, 086, 500 million was disbursed to members of 264 COs, with an average loan amount of Rs. 17, 516. The average amount disbursed to each CO was Rs. 212, 449.

An effectiveness survey of 104 farmers in 26 COs (covering 9 Union Councils and 16 mouzas) showed tremendous increases in sugarcane yields between 2000 and 2003. 112 farmers (80% of those surveyed) increased the amount of land they leased and 43 farmers (5%) were able to buy more land. The total farm size of those surveyed increased by 7%. Sugarcane grown on leased land increased by 291%: that on owned land by 229%. The total sugarcane grown under the project increased by 244% overall, while the average yield (in maunds per acre) grew by 16%.

In the women's Urban Credit Programme in Jamal Din wali 461 women have formed 56 COs. They have saved a total amount of Rs. 484, 377 averaging Rs. 1,051 per member. The total credit disbursement stands at Rs. 5, 275,000. Participants have benefited in several ways. They are guaranteed a market for their crop; they are paid on time, and they learn how to produce optimal crops from their land. They are also invited to take part in adult literacy classes organised by the National Commission for Human Development. The opportunity to register their COs as Citizen Community Boards is made available to the larger, well-established COs.

### Munawar Memorial Hospital & NRSP Primary Eye Care Project

An innovative partnership is bringing much needed preventive and corrective eye care to children and adults in Chakwal District. Many cases of preventable blindness occur because people cannot afford to travel the long distance to the hospital, especially since the process of diagnosis, correction and follow up might require 8-10 visits per patient.

NRSP and the Hospital jointly appointed a Field Coordinator in October 2001. The COs act as a contact point and as a resource base for activities related to village level eye care, linking Munawar Memorial Hospital and NRSP. Patients who are bilaterally blind and unable to afford the fees are offered surgery free of cost, while cataract patients are offered surgery at subsidized rates. The components of the Primary Eye Care Project are Screening Camps and Training Workshops for Primary Eye Care Workers and Community Health Workers. Participants receive basic instrument and examination kits to enable them to assess vision. Between November 6, 2001 and June 30, 2003 the Munawar Hospital conducted cataract-screening camps for members of 77 COs, covering a total of 1, 780 patients. In that time, 350 cataract patients were identified and 79 surgeries performed. Altogether, NRSP contributed Rs. 79,000 towards the cost of the surgery.

A School Eye Health Programme was developed to address the needs of 9-13 year olds. The project screened 18 schools in 2001-02. the hospital is also in the process of registering all the incurably blind children in the district.

Source: NRSP 9th Progress Report

# employee morale vs productivity

## snapshot

- Defining morale
- Defining productivity
- Relationship between productivity and morale
- Causes of low morale
- Effects of low morale
- Symptoms of low morale
- How to improve productivity
- Ways for boosting up morale
- Conclusion

"You can't buy your employees' enthusiasm, loyalty, hearts, minds, or souls. You must earn these."

## Defining morale

Morale is the mental and emotional condition (as of enthusiasm, confidence, or loyalty) of an individual or group with regard to the function or tasks at hand. Morale also means the inner willingness to work or the spirit to work.

It's easier to describe it as a "state of mind, a mood, a mental condition" (Bennet & Hess 1998), when these things are all positive and upbeat.

It's the idea that work is not really work, it's enjoyable, a source of pride. Morale is the behavior of employees wanting to belong to the organization and who are happy owing to their affiliation with their organization.

## Defining productivity

The quality of being productive or having the power to produce is what is called productivity. Emerson defines it as the quality or state of being productive; productiveness.

The ratio of valuable output to input, i.e., the efficiency and effectiveness with which resources -- personnel, machines, materials, facilities, capital, time--are utilized to produce a valuable output."

Productivity also means producing more with the same amount of human effort.

The universal definition of productivity is output/input; the higher this ratio, the better. Productivity is also defined as finding ways of doing things smarter and better.

## Relationship between productivity and morale

Both morale and productivity are causally related as one goes up, the other goes up too. There are basic organizational problems creating both low productivity and low morale. A smooth-running organization with productive employees is much less costly than an

organization with unhappy employees and low morale. Study after study has shown that what workers want from their jobs is not better benefits or more money. Rather, it is the small things that make them feel committed to their organization. One study shows the top three things workers want are: interesting work, full appreciation for the work they do, and a feeling of being in on things.

## Causes of low morale

Employees' morale declines because of:

- Lack of acknowledgement
- Downsizing
- Employees' lack of certainty about their jobs
- Failure of employees to buy into the mission statement and goals

## Effects of low morale

- Low job satisfaction
- Unproductive employees

## Symptoms of low morale

- High employee turnover
- Too much conflict
- Lack of trust
- Not enough time
- Low Productivity
- Ineffective teams
- Lack of focus
- Poor communication
- Resistance to change

## How to improve productivity

To increase productivity one needs to work smarter, not harder. By boosting up employee morale we can improve productivity.

## Ways for boosting up morale

If morale at an organization is low to get it fired up again we need to adopt some real easy steps.

Whenever there is a low level of individual morale it can be improved by trying intrinsic rewards such as employee self-evaluations or proficiency training programs. If there is a low level of collective morale, then trying extrinsic methods of reward such as pay equity can enhance it, new equipment, more benefits.

These, of course, are oversimplified shortcuts but sometimes even smaller things may make huge differences in morale. The over all employee morale can be improved by:

- Setting meaningful and fair goals
- Being even-handed in praise and criticism
- Making no promises that can't be kept
- Improving appearances (in dress, logo redesign, insignia, signs, banners, colors)
- Consulting employees and allowing them to make suggestions
- Launching employee incentive programs
- Creating awards programs (competitions, recognitions, certificates of appreciation)
- Minimizing rework
- Improving workflow
- Being flexible when scheduling employees

## Conclusion

Employees want to be "respected as whole human beings with a life outside of work." What seems critical, then, in workplaces today is for leaders to respond to workers as human beings and to foster an atmosphere that is inclusive, caring, creative, appreciative and joyful. People are looking for a deeper sense of meaning and purpose in their work and, above all, they want to be respected and valued.

Common sense, as well as much current research, tells us that happy employees are more productive employees, so implementing even a few of these ideas will not only boost morale but will certainly impact productivity and profit.

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You see things; and you say, ' Why? ' But I dream things that never were, and I say, " Why not? "

George Bernard Shaw