

National Rural Support Programme, Pakistan/ HRD COMMUNIQUE

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Editors Note

We have received various letters from our readers especially from small NGOs and other organizations who have offered suggestions as well comments. This growing acceptance of the **HRD Communiqué** by its readers at all levels is encouraging and HRD is thankful for all the cooperation and support extended by its field staff and the management.

We have started publishing small promotional clips mostly relative to the world of development and have decided to provide you with more information of other development organizations in our new column of "Development News Fillers". A reader's column is also in the pipeline and with your responses it will surely take off soon.

The queries about the general NRSP news and information being included in the HRD newsletter does seem to overwhelm the readers – this is all the more uplifting for us as it reflects the interest of the readers explicitly.

This edition includes a front page interview with Shoaib Sultan Khan; a distinctly respectful development personality well known for his work not only in South Asia but in other developed countries as well. This interview in itself is a direction for all the RSP's as well as all development professionals so that they can carve out further paths for the development of the rural masses.

We strongly feel about the fact that the info from the field is our strength and hope that the field staff will lend their full support in this regard. Please do send in your material and comments for the next newsletter by the end of August.

An Interview with Shoaib Sultan Khan

The world of development holds some prestigious names of real life heroes at the top of the paradigm. The Name of Shoaib Sultan Khan is a distinguishingly familiar feature of the development scene in South Asian countries, with a particular focal point being the Rural Support Programmes in Pakistan.

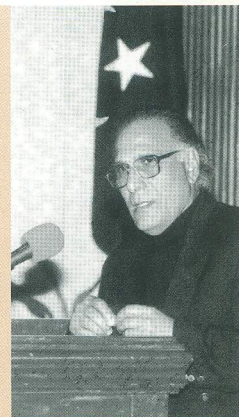
This eminent and graceful personality has inspired many and is himself an ardent follower of the late Akhter Hameed Khan—an institution in himself.

Shoaib Sultan Khan has not only brought the valuable and seasoned experience of his service in the district management group to this field; but has also concentrated on tangible visionary dimensions for the development process in relation to poverty alleviation in Pakistan.

Starting with Aga Khan Rural Support Programme, which has shown remarkable progress in the northern area of Pakistan, our great mentor has moved on further successfully with the replication of the Support Programmes from Sarhad Rural Support Corporation to National Rural Support Programme to Punjab Rural Support Programme.

An interview with the great Guru himself not only provided a thoughtful insight into his ideas but also reflected a sense of sensitivity and compassion for the people he is working for—the rural masses silhouetted in the backdrop of poverty

continued inside ...



Consciously or unconsciously we all strive to make the kind of world we like — Oliver Wendell



Let us not look back in anger or forward in fear, but around in awareness.

James Thurber

Painting by: Ayesha Riaz



What's Inside

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Mohsin Jamal

Shoaib Sultan Khan, Dr. Rashid Bajwa, Roomi S. Hayat,

Aqeela Tahir, Malik Fateh Khan and

Dr. Riaz Ahmed Khan (CBTI)

This was an informal interview with Mr. Shoaib Sultan Khan to basically derive his views about the development activities of NRSP and other RSPs as well as focus on the future perspectives. This interview was taken by Aqeela Tahir, Deputy Programme Manager (HRD) and Shahida Tanweer Ahmed, Editor.

Q Where do you see yourself after all these years of work?
Do you think you have achieved what you set out to do and are you satisfied with it?

A "As we always say it is a process oriented approach not a target oriented approach. You can not say that in this time I have to reach here or do this because so many other things are related directly; everything is inter-dependent.

The objective has to be put foremost and the objective is to improve the overall situation in the village, to penetrate at the household level and attain maximum coverage in the village —of course we are not choosing or excluding people while doing this but generally our focus is the rural masses."

(He seemed fully focused and totally convinced with the utterance of his words. This created an aura of security and assurance and eased up the slightly formal atmosphere of the interview to an informative conversation; a dialogue)

"Now looking back" at the last 40 years let me see—I initiated the Aga Khan rural programme and you won't believe that there were no resources available and I was to set up Aga Khan Rural Support programme. When I went to the airport the flight was as usual delayed and I went back to the Agha Khan Foundation. There I saw a jeep standing and when I inquired about it they said that it had to go to Gilgit and the Loari Pass is closed so I told them to give it to me because the Loari pass was to open up 6 months later. — So that's how I drove up there, started work and managed to put together a team to start the Agha Khan Rural Support Programme.

Then if you see the booklet of the RSP's and see the map then you can imagine how should I feel?

(Well he did condense his achievements in a few words — 46 years of hard work down on the map is not at all trivial!)

"6 years ago I was asked by the UN to take the lessons I have learnt to South Asia and now I see these islands in Bangladesh, Nepal, Maldives, Sri Lanka and India. There is satisfaction in my work but there is still a long way to go.

Of course we have not assaulted poverty and as I saw in the Northern Areas, **unless you have an 80-85% coverage of the households you are working in you can not really see an impact** or coverage even the World Bank report states that incomes have tripled in the AKRSP area but in other RSP's like in NRSP or PRSP they need to reach there in terms of coverage before we can talk of their impact. So we can not say much.

(He paused and bent over the table with a contemplative look over his face and then with an optimistic smile started off again with the idea of 'coverage' to be able to make a lasting impact)

Of course one believes that **if people really have to be empowered then they must be organized and the women have to be brought in to the main-stream of development through the countrywide network of grass roots institutions.** If this is not being achieved then you are not reaching the goal and that is what I am trying to do. So yes **I feel there is achievement but not complacency, the struggling and the striving still continues.**

(The serenity of the morning was filled in the room through the streaks of sunlight falling on the great mentor and further thickened the aura of wisdom around him. A man who believes in himself strongly was reciprocating and earthed his words with a solid magnitude of his vast experience both as a bureaucrat and a development professional)

Q Could you please share some of those experiences which are very dear to your heart and memory and when you still think about them you do tend to smile at its gravity, triviality or just humor?

A Of course Meeting Akhter Hameed Khan in 1959 for my current work was crucially important because I found a teacher and a guide.

Besides if I look at my government career there are many things that I feel proud of and then there are many things I feel not so proud of.

(The intensity of modesty echoed distinguishing in his voice)

Then there are things I feel I could have done better and vice versa and then there are moments of satisfaction that I would never barter for any thing and at other times I did not feel I could succumb to situations — **but then one's moral fiber is not put to test all the time its only once in the 99 % and if I wasn't right once so what it is all part of the important learning experience.**

There are many moments when the government wanted me to do something and I thought it was not possible due to certain principles.

As far as this work is concerned meeting **Akhter Hameed Khan** was really important for my conviction —as he put it beautifully and said that **you are not a reformer so don't try to reform. Just build your own islands and hope that these would multiply**—and this is what has happened. When I was in Peshawar in 72 we tried to establish Daudzai and in three years time we were all thrown out, but then again with AKRSP, NRSP, SRSC and PRSP how these islands have multiplied and one hopes that one day they will be all over the country.

Q There is a vacuum created with the parting of Akhter Hameed Khan, how do you feel about it?
(an almost spontaneous reply came out as if the answer was straight out of his heart)

A Well totally lost how else! — It was not that he would come and say that this is totally wrong or do this or that; but in fact he always used to say that my work is very difficult coming and guiding all of you — He would pick up any situation and show the way and in times of need when one felt that they have

reached a cul de sac, he would say 'no go on it happens you are on the right track'. These things happen. Now I don't think I can get that guidance from any body so I don't know—he used to say that the spectator always sees more of the game than the player. It is very difficult to say what he would come and say with respect to our present progress and what we are doing is definitely not perfect and we will only know when we will make mistakes. But then this learning obviously takes time—this is how the world is.

Q The government has announced about RS 21.2 billion for the poverty reduction programme in the coming year and 35 billion is allocated for current year—With a lot of other players talking about poverty where do you think the RSP's stand in the present scenario. What are going to be the key linkages and can poverty be reduced without forming community institutions?

A But that's where the RSP's come in — what the RSP's have learnt about organizing the people is the key because the experience shows that if the people are not empowered and able enough in decision making and identifying the need then the development is not sustainable. **Thus when implementing what needs to be done and what is most important then a partnership is required on the right cord with the agencies and the people where by the people take over their obligations with responsibility.**

(He took a thoughtful pause and one could draw energy from reflection of his involvement in the explanation)

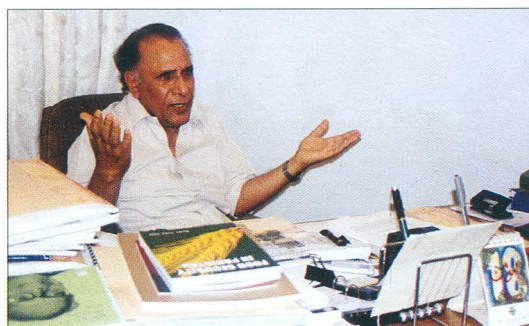
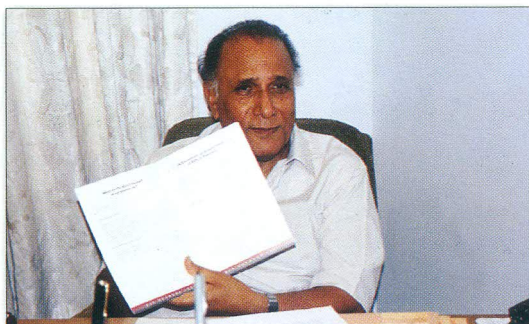
That is where I have made it clear to the federal government or the local government that look **if you want to reduce poverty then you must involve the people, if they don't participate then it is a useless effort; the real reduction in poverty happens at the household level**

Yes it is a fact that more tangible and concrete things matter such as the water channels, schools and roads but then these things are not strong without the right foundations and will dis-integrate eventually. Still if you really want to improve the standard of living of the people especially those who are below the subsistence level then you have to increase their income. There are so many other things—and the approach is the participatory development its not that we go to the community and ask them of their demand and we will solve it but the difference is that we go to the

community without any preconceived package. Besides we ask them what they can do themselves and then they identify their own prioritized immediate needs—it is like identifying their potential—one has to convince them about their needs to be identified unless you ask them this and then ask them why they have so far not harnessed their potential they will not be able to move towards any progress.

This can not be done individually, these are the things that need to be fed in the system and the people have to associate themselves with this system, which is only possible if the people are a part of the entire process —

if you want to do poverty alleviation then you have 15 billion but please see — I was invited by the Corp Commander Multan to review the situation, to see how things are working.



I submitted to him that the major component of the area was the farm to market road at a cost of a million rupees —where is a million rupee going and lets see how its being put to use and then they also said that the earth work was to be provided by the contractor so basically the money was going to the contractor and not the poor. The poor do not have surpluses only those people who have these will use the farm to market road—you see they try to do that in Punjab of course the governor took a decision and they tried the RSP's way in Punjab but still they do not understand—poverty alleviation can not just be done by building infrastructure and schools and boundary walls—that in isolation can not achieve poverty alleviation and many of them do admit that it is nothing new, ADP is doing the same thing.

(It was explicit that this clear vision did not just come across as a mere philosophy because this discerning motivation can only stand out with a strong element of self-involvement and application)

(Reported by: Shahida Tanweer Ahmed)

to be continued . . .
(in the coming newsletter)

The theme for the forthcoming issue of **HRD Communiqué** is **Women Empowerment.**

Please send us your material on this theme.

News Highlights

Micro Finance cadre at an increase

There have been a number of training organized in the field of Micro Finance Programme.

Training on 'Managing future and credit, MIS and FIS' was arranged for the NRSP-PPAF staff. This training was considered specifically useful for the finance staff in the field and the Head Office.

Micro Finance training for the Aga Khan Rural Support Programme on 'Micro Credit Management' was organized. This training was tailor made according to their criteria and served to be helpful for them.

Another very useful training under this head was the 'Micro Credit Appraisal and Monitoring Techniques' training for the Micro Finance group.

The clientele cadre for the micro finance is growing larger and the HRD facility providing this specialized training is gaining more credibility and expertise.

PPAF Progress*

The work in the following areas is in progress; Gawadar, Matli, Umerkot, Hyderabad, Thatta, Lodhran, Mankera, Kalorkot, Rawalpindi, Gujarkhan, Malakand, Kotli and Abbaspur (AJK). This work has commenced with great speed and enthusiasm and we hope to reach our targets with in the given time.

Three Community Management Skills Training were held at Mankera, Malakand and Thatta in which 54 participants were trained. Eleven Vocational training were imparted in which 250 participants were trained. In the Natural Resource Management head 25 participants took part in a livestock and agriculture training. So far 29 training activities have taken place under this head.

Study and Exposure Visits to NRSP

NRSP has always promoted the experience sharing and learning with other organizations and has counted this as a real strength. A visit was arranged for the SUNGI development organization to the NRSP HRD for their exposure. The feedback has been very positive and we are optimistic for more exposure visits of the kind.

A visit for the Action Aid field staff was organized to witness the community empowerment and the social organization techniques in NRSP

The South Asian Poverty Alleviation Programme staff visited the HRD facility and the field in Murree and Rawalakot. They felt that it was very useful to them.

Productive Linkages

Dr. Rashid Bajwa, GM NRSP visited Dera Ghazi Khan with the President of Micro Credit Bank to analyze the quality of Loan Portfolio in order to carb out a partnership proposal of NRSP with the Micro Credit Bank.

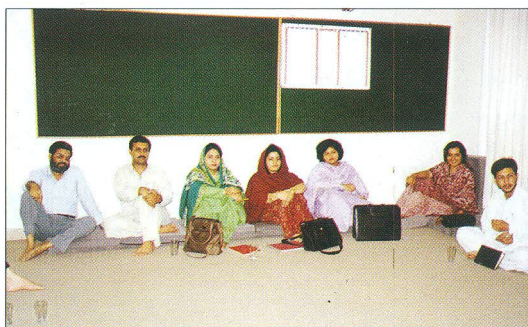
The GM held a meeting in Lahore regarding the Integrated Rural and Urban Development Project (IRUDP) in seven districts of Punjab for the collaboration of NRSP

GM also visited Noorpur Thal and Quaidabad in Khushab region of NRSP for monitoring purposes as well as management issues.

International study visit to NRSP

▪ A study visit was arranged for the DACAAR organization of Afghanistan to Murree in the Pindi Region. The visit and the work was much appreciated by the visitors and they extended a formal invitation to the HRD-NRSP staff for a visit to their organization.

- A World Bank mission team visited NRSP—PPAF Project in Mankera, Khushab. They visited community structure schemes, held meetings with the COs and stayed with the community in Mankera. They also visited water courses and the 3.7 km road built by the community in Domail, District Attock. During this visit they also held a meeting with a women organization regarding interventions in small enterprise development. Overall this visit reflected positive feedback and encouragement to the NRSP field workers.
- A mission from the Asian Development Bank visited Fateh Jang regarding the possibilities of partnership with NRSP and Micro Finance Bank.



International Study Visit of NRSP staff

Azam Khan Tareen in-charge of the Natural Resource Management Training Programme and also currently looking after the Community Management Skills Training Programme visited China. This was basically to attend the review and planning meeting for mountain planning, a component of ICIMOD funded by ADB. During this a paper was presented on NRSP and its interventions and talks for further collaboration were also undertaken.

Study visits in Pakistan of the NRSP staff

Sohail Manzoor member NRSPPSU visited the project operation area, Hyderabad, Tandul Allahyar and Sahiwal. The main purpose and objective of the visit was to review the progress regarding the capacity building and planning for project targets.

During the visit various linkages were identified for training with institutions such as for the computer training.

Gender, a crosscutting priority

NRSP has always maintained its priority in gender related issues and has ensured its incorporation at all levels of the programme. It is a fact that if the conviction is not there in the policy makers than the implementers can not do much about this. To follow this thought through an eminent name in gender training Kamala Bhasin was invited from Delhi as a resource person for a three-day workshop in Islamabad for the management of the RSP's. The results were very quick on the whole and the response was positive. These activities open up professionals to more learning possibilities and should be taken up more.

Effective Presentation counts a lot !

The training on effective presentation skills was conducted for all the RSP's since one has to realize the need of the hour. This training was to focus on various presentation styles and the use of various media to add to the presentation. This response showed that the training proved useful since the people who already were involved in presentation felt much more confident. The demand for this is increasing.

Natural Resource Management & Mechanization Update

- Testing of reaper collectors was in progress
- Introduction of self propelled wheat thrashers in mountainous area

These endeavors are in progress to provide the farming community with as much prosperity as possible.

- Further to the above endeavors a social organization training was organized for the agricultural officers
- A training for the production and protection of seed was imparted to the community
- A training on Livestock Production and First Aid Management was organized for the community in the Sialkot region for the Punjab forest sector.
- The terms of partnership for the introduction of rice transplanter between the Watermelon consultants and NRSP was chalked out for testing in Sialkot and Narowal.
- A training in commercial poultry was organized at Sehala,

ICT for the Pindi Region community members.

- Successful Farmer Days were held in Godal, District Attock, and in Lawa, Gujar Khan.

Teacher's Training and Designing new Training

The Aga Khan Foundation requested HRD- NRSP to design a teacher's training for them specially taking care of their demands.

Other teacher's training refreshers are taking place with much progress and of course with every training one tends to learn a lot and this is the growing strength which is integral. There have been efforts to cut down the cost of the training further to make it more cost effective. Efforts are always poured in for the betterment of the training quality.

Local training was also conducted in Badin and this would be helpful to the locals since it is convenient to them. The overall response was positive for this teacher's training except that they needed translation into Sindhi, which was arranged for them.

Training for the Heads of SMC/NEP Rawalakot

Government of AJK has given NRSP the task of improving the quality of education of its schools located in Rawalakot region. This project is called Northern Education Project (NEP). Under this project School Management Committees (SMC) have been formed to monitor the activities of the school. A complete series of this programme has already been successfully handled by the Social Sector Services training component of HRD in training the teachers for the Northern Education Project (AJK).

On June 27, 2000 a two day training of the heads of SMC was organized at Rawalakot regional office. The main objective of this training was to orient the participants about the roles and responsibilities of the SMC, introduce them to monitoring techniques, methods of fund raising for schools etc.



Case Studies

Community Management Skills Training

CO: Ittehad
Village: Moazamabad
Tehsil: Sialkot
CO Manager: Delawar Hussain

The people belonging to this CO are extremely

poor and are cut off from the development taking place in the rest of the country. The people though, are interested in progressing. The manager of the CO, Dilawar Hussain was nominated by his CO to attend the CMST training. He attended the training in December 1998.

After the training, he went back to his CO, and tried to convey his message to as many people as he possibly could. He covered many households with his approach. The CO then asked NRSP to link it with government departments. The CO wanted to clean the irrigation canal, which provides the water for agriculture. A link was formed between the irrigation department and the CO. Due to Delawar Hussain, the people of the community agreed to bring their own equipment and also to do the labor for free. Thus the people of his community and NRSP benefited greatly from his training and imparting of knowledge.

Vocational Training Programme

Age: 18 yrs **Education:** Matric
CO: Basti Jan Muhammad
FU: Rahimyar Khan, Bahawalpur
Training: Training

Ijaz Ahmad thought of becoming a tailor. his CO nominated him for tailoring training in February 2000. After getting the training he went to Karachi where he got a job in Nizami Garments. He is earning Rs. 3,500 per month. He is satisfied from his profession and optimistic about his skill. He is not only independent but also supports his family financially.

Age: 19 yrs **Education:** Matric
CO: Rakkar Jhwsa
FU: Hajira, AJK
Training: Mechanic

Naeem Ahmad could not continue his education beyond Matric due to family problems. His CO nominated him for the training of mechanics in March 2000. He got training under HRD/VTP NRSP in Islamabad. During training he worked hard and took interest in the said trade. After completion of training, he is working in a factory as a mechanic in Gujranwala. He is getting Rs 2,500 per month. Due to clear concept and efficiency he started work on machines after a few days. He informed through a letter that after one month, his salary will increase upto Rs. 5,000. Naeem Ahmad is proud of his skill and profession. Due to this skill he is able to get a job. Now he also supports his family and has uplifted the living standard of his family.



Staff Training Programme

Orientation Training Workshop (OTW)

My Name is Malik Asghar Hayat and I am working as an Intern Social Organizer (ISO) at Punjab Rural Support Programme (PRSP), Faisalabad region. I joined PRSP in November 1999. This is my first assignment after completion of studies, so I was inexperienced and hesitant when I joined the organization. This scenario continued for a couple of weeks or so, but later the circumstances changed. I was nominated to attend the Orientation Training Workshop (OTW) at Human Resource Development (HRD), NRSP. HRD - NRSP conduct OTWs for both NRSP and PRSP interns and their quality of training speaks for itself. This training happened to change the way of my life, both professional and personal. I was not too much acquainted with punctuality and late hours work, but this training embodied a great zeal of punctuality and hard work to strive for higher ideals in my professional life. Now I work late night, in the office and in the field.

An other major difference that I feel now is in my presentation skills which were not enough to persuade and motivate the people but after a great deal of exercises in OTW I managed to learn this vital skill. It has also helped me in solving my queries regarding the fields and has helped me in handling various situations occurring.

Teachers Training in Badin

A teachers training Workshop for the community-based schools of Badin region was conducted for the first time in Badin. It commenced on April 3 and finished on April 11, 2000. There were 20 participants in all. Among them 11 were male and 9 were female trainees from Mirpurkhas, Digri, Badin, Golarchi and Talhar.

This case study is to reflect the immediate results of a local based training which was accepted enthusiastically by the respective trainees.

ABES team comprising of Mr. Edwin Samson, Miss Shama and Mr. Abid Hussain accompanied Miss Aliya Tahirkheli of HRD Islamabad visited Badin for the workshop.

This was a step-1 workshop. Therefore the teachers were educated about teaching children from grade 1 till grade 3 with in the same room. The objective was to acquaint the community-based school teachers with modern teaching methodology. This training would help a child so that he takes greater interest in learning, different activities. Through multigrade and joyful learning teaching methodology, the gap between the rural and urban schools can be removed. During the workshop, the trainees worked with keen interest, dedication, commitment and discipline. Teaching aids were prepared to demonstrate during lesson plans in the workshop. They hoped to apply the techniques in their respective schools. The teachers can also attend a refresher course after atleast 18 months of this training to compare the results and also see what they lacked.

SDO Gularchi, Mr. Anwar Jamali was the chief guest at the closing ceremony of the workshop. He opined and expressed the opinion that if the teacher retain the spirit of zeal and zest shown during the workshop, it would have a far-reaching and positive impact in the educational sector.

The response is very good after the training of the teachers as they felt comfortable in their own environment and could relate to the information relative to the area and surrounding need.

STOP PRESS !

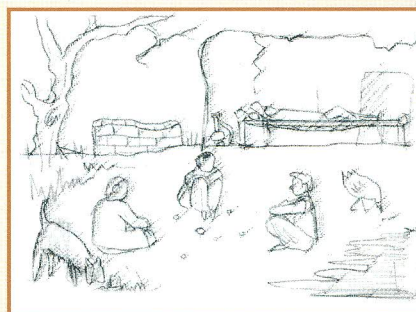
from HRD to IRM

An official decision regarding the name of HRD NRSP was taken in the board meeting. Now HRD's name has been declared as NRSP's **Institute of Rural Management** (IRM). We hope to live up to the name with our consistent efforts.

PICTORAL STORY ON

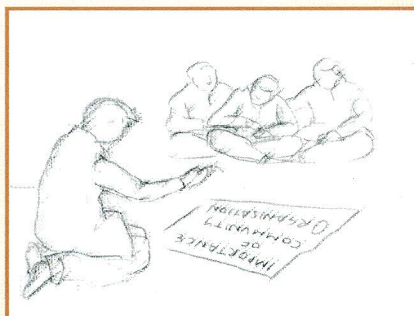
COMMUNITY EMPOWERMENT

1. This scene is set in the foothills of Murree where the children are not going to school, the men folk have seasonal occupations and the overall picture portrays a feeling of "nothingness".



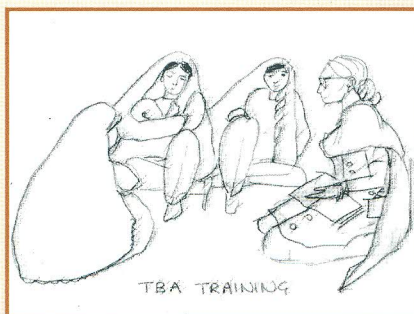
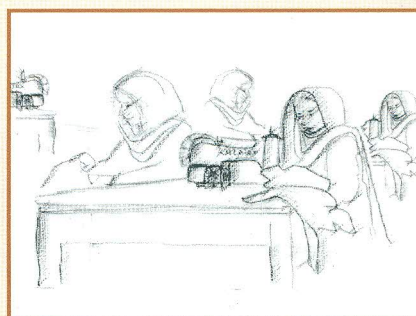
2. Until NRSP approach them and organize them to form a community organization called 'Tengali Beck'.

Once they got organized they manage to save a collective saving of Rs. 275,000 and received training in various trades such as livestock, poultry, candle making, TV, AC and Refrigerator repair and building electrician etc. The CO also managed to take a credit of Rs. 1,145,000. Hence the picture of nothingness changed to the following interventions.



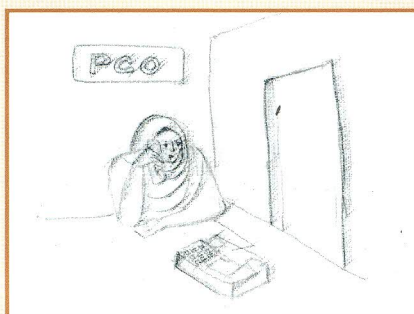
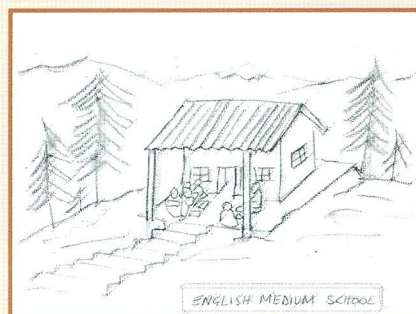
3. The community organization grew towards empowerment and took over an embroidery and stitching school from UNICEF and the Govt. of Punjab.

The local women are now running it which is benefitting not only the learning women but their households and the entire village.



4. Through productive linkages with the social welfare department they have managed to frequently enjoy the visits of the lady health worker who has improved the hygienic conditions immensely and has conducted counselling for many.

5. An elementary english medium school has been set up by the community organization which comprises of five classes within the local vicinity. This caters to the convenience of the children and the parents. The fee is only a nominal sum of Rs. 100 and is successfully providing occupation for many young ladies who have acquired their education till 10, 12 and 14 grade.



6. The community organization felt that being a hilly area access to the outside world is difficult and the other GPOs are set in the city center. Hence they decided to set up their own digital PCO locally for the benefit of all.

We hope that the community organization 'Tengali Beck' keeps working towards their empowerment.

from Community Organization to Empowerment

By:
Robert Nieuwenhuijs

Tracing out the correlation...

Within the recent development literature there is a lot of discussion on the term 'empowerment'. This is coupled with the increased trend towards participatory and community-based approaches to development. This latest trend is apparent in both the development literature and policy documents of organizations around the world. The reason for this trend is related to the high failure rate of past development projects - which has been attributed to the 'top-down' approach used before the 1990's. As a remedy for these past failures, the need for participatory (or 'bottom-up') approaches has been emphasized, and the goals of development have been restated in terms of 'poverty alleviation' and 'empowerment'. The terms 'empowerment', 'participation' and 'community' are broad terms, meaning that there is a wide range of interpretation and implementation of these concepts.

NRSP's philosophy places a strong emphasis on the importance of community and community participation. In practice, the very basis of our interaction with the rural poor is through the community organization. Why is community organization important? Community organization is seen as the vehicle for NRSP's goal of 'harnessing people's potential'. Why do we want to harness the people's potential? One answer to this is empowerment. There is therefore an underlying philosophy in NRSP that community organization and empowerment are somehow connected. In order to understand better how the NRSP philosophy of community organization contributes to the development goal of empowerment, I would like to examine these two concepts and how one contributes to the other.

What is Community?

To start with, we must examine what we mean when we talk of 'communities'. For before we even begin to talk about community **organization** we must know what we are trying to **organize**. A community is first of all an association - a belonging. This association or belonging can be viewed in many ways. One way to analyze the term 'community' is through the concept of 'imagined communities'. The imagined community is a creature of the mind and society - very much alive irrespective of physical distance and actual interaction. We all live in such imagined

communities - a Muslim living in Islamabad and a Muslim living in Australia are both a part of the same Muslim community, even though they never meet and never see each other. This kind of association knows no boundaries and is formed for numerous reasons. To name but a few: religion, nationhood, occupation, etc. To say that the community is imagined is **not** to say that the community is not real. It is 'imagined' since the **feeling** of community is in our minds, but this feeling is created by very real and dynamic economic, social, political and cultural forces.

NRSP is interested in another form of community, which is formed when the **sense** of belonging becomes **active** belonging - in the sense that people interact and communicate on a regular basis and create something that is much more than a mental grouping of individuals. For example, many people can be water users in a village, but a water users association can do things that no individual can achieve on their own. This is where we come to the problem of the imagined community. For if the community is only imagined then it can never consciously act as a unit. A group of tailors can exist as an imagined community, but until this imagined community comes together as a group, the tailors will never be able to defend their rights and interests and solve their problems as tailors. In other words, this is where the actual need lies to obtain a formal status, where a path can be created towards a common goal.

Community Organization

When NRSP initiates a program in a new location, three possibilities exist in terms of community organization.

In the first instance, there may already be active community organizations in existence, but they may be requiring some form of support. In the absence of such community organizations, an 'imagined' community may exist - meaning that a group of people have a *sense* of community, but do not actually meet on a regular basis or are not able to defend their rights and interests as a group. In such a case, the role of NRSP is to help the imagined community realize itself and move towards becoming a community organization. A third type of community may be one that exists only in **NRSP's** mind. For example, the tailors in a particular location may have no sense of community whatsoever. In such a case, NRSP's role is to create both an imagined community and a community organization. For each possibility there are different challenges to be faced by both NRSP and the community.

Why do community organizations exist, and why are they formed? A community can exist because of common interests, like the tailors mentioned above. An organized community will then serve as a platform to defend their individual and common interests and rights as a community. A community may also be organized out of conflict. Such an organization will then serve as a platform to resolve disputes and be a site where conflicting interests meet. Most community

organizations are probably a combination of the two. For example, a water users association can exist to resolve water disputes within the community as well as existing to promote and defend the rights of that community to the outside world.

So, why are communities important for development? Community organization and community development are core components of NRSP's philosophy, and this philosophy is connected to the goal of empowerment. So what is empowerment?

Empowerment

Empowerment is a broad concept that has different meanings for different people. Here I would like to propose we define empowerment as **enhanced control over resources in terms of decision making and ability to implement those decisions**. Behind this definition is the idea that when we increase our ability to control and choose our resources we will have greater opportunities and thus a higher quality of life. Empowerment then has two essential and inter-related components: a knowledge component, and an implementation component.

The knowledge component involves increasing knowledge about **current** opportunities and resources as well as knowledge about **potential**

opportunities and resources. Such knowledge is in itself empowering to some extent, but full empowerment can only be achieved once this knowledge can be **implemented**. The second crucial component of empowerment then involves increasing the means of implementing decisions.

Empowerment can come from inside the community, but more often than not it comes from outside. Often, structural barriers exist to empowerment, which become apparent once we ask the question: why is the community not empowered, and why hasn't it empowered itself? So the process of empowerment may have to be **initiated** by an outside agent. But, in order for the empowerment to be sustainable, it is largely up to the beneficiaries to empower **themselves** (with the help of the agent).

Empowerment and Community Organization

Now that we have studied the concepts of community organization and empowerment, we shall take a look at how these concepts are connected. We briefly saw above that empowerment has a knowledge component and an implementation component. Community organization plays a crucial role in both of these. When people interact and share knowledge there is a huge potential for empowerment – since the sharing of knowledge creates new knowledge, and this new knowledge may then be

implemented for further empowerment. On the implementation level, we must remember the power of numbers and group action. A group can stand up for the rights and interests of its members better than an individual alone. This is the implementation component of empowerment. There is a huge potential here for the community organization to benefit its members by serving as a **vehicle** for empowerment. Even where a community is formed as a result of conflict, the process of negotiation and coming to a mutual understanding on the use of resources is an empowering process in itself. This process increases knowledge (where opposing parties learn from each other) and increases the power to implement knowledge (when conflicts are discussed and solutions are implemented). The community organization is then a site where empowerment can develop (through knowledge) and be realized (through implementation).

What does this all mean? It means that when NRSP enters a community, it acts as a catalyst to empowerment by forming community organizations and following a participatory approach whereby people are involved in empowering themselves. Education, training, sensitization and realization are then key elements of the knowledge component of empowerment. Then comes the crucial component, which involves facilitating the community to **implement** their knowledge. In this aspect, NRSP

is involved with credit, with linkages, and with the participatory approach to NRM, PITD, and SSS schemes. We must, as a development organization, keep in mind the importance of **both** components of empowerment. For knowledge is most empowering only when real **opportunities** are created for its application.

10 success strategies for Team Performance

1. Set a realistic goal and do your best to achieve it.
2. Let everyone in the team know that they are important and working together makes a BIG difference.
3. Set personal example before expecting other to follow.
4. Inculcate a feeling of "being the best" and instill optimism without losing reality.
5. Facilitate team spirit, "all for one and one for all".
6. Manage conflict with team spirit in a participatory style.
7. Be transparent and trust the team members. Share all kind of news.
8. Genuinely care for the team member, treat them equally and show empathy.
9. Take care of your health and maintain sustainable team stamina.
10. Be patient, keep trying and never give up.

By: Roomi S. Hayat

Development News Fillers

We have started publishing small promotional clips mostly relative to the world of development and have decided to provide you with more information of other development organizations in our new column of **"Development News Fillers"**.



The Progress of 'G B T I'

Ghazi Barotha
Taraqiati Idara

GBTI was established in October 1995 and has so far made a creditable progress in its intervention. Assistance to vulnerable groups in land compensation cases is a pivotal role of GBTI that had enabled large number of female and male affectees to receive compensation at their doorsteps. Compensation worth Rs. 711 million to over three thousand vulnerable affectees has been assisted. Over sixty percent of the total numbers of persons employed by contractors and project agencies were helped. Out of a total of 136 land awards, 118 have been declared and an amount of Rs. 4,007,012,684/- have been disbursed to affects out of the total awarded amount Rs. 4,551,232,904/- Land acquisition is at the verge of completion. About 90% (83,665 kanals, which is 4,183 hectares) of the total land required (86,055 kanals, which is 4,303) hectares has been awarded and the possession of 83,442 kanals (4,172 hectares) has also been taken over by WAPDA.

GBTI introduced a transparent employment procedure in the project area and assisted

affectees and the contractors in employment process.

Regarding IRDP interventions GBTI disbursed an amount of Rs. 10,341 million to 96 COs benefiting 779 households (including 306 females) initiated 54 productive infrastructure schemes of which 25 have been completed total cost of the scheme is 879 million benefiting 25,281 household in which CO share is 3.5 million and GBTI share is 5.3 million.

Overall figures of training shows that 75 women were trained in managerial training comparing to 64 males, 164 women were trained under vocational training programmes comparing to 552 males. 212 women were trained under Community Management Skills Training (CMST) comparing to 240 males and 25 women were trained under subject specific training (SST) comparing 27 males of this training.

Raised 207,179 plants vaccinated 40,668 poultry and livestock animals, assisted in carrying out 1,228 soil tests.

Emancipating Communities at

BAROTHA

Preamble

GBTI was established by NRSP and incorporated under Section 42 of the companies Act 1984, in October 1995 for its operations. This programme was funded by the seed money of WAPDA of Rs. 100 million and further Rs. 176 million were to be released later. This programme was meant to resettle and compensate the effected communities around the area where the world's largest power channel was designed to generate 1450 MW of economically viable hydroelectricity. This channel was to be situated 7 Km downstream Tarbela Dam and extend upto 52 Km at Barotha where the power channel is to take the shape of a power complex.

Main Objectives

- To resettle and compensate the effected loanees
- The GBTI is to ensure a sustainable socio-economic uplift of the project area through effectively tapping the opportunity generated by the project and implementing an Integrated Regional Development Plan (IRDP).

Our
deligent
services
at the
grassroots
level

What does GBTI do for IRDP?

- Agriculture
- Livestock
- Forestry development
- Credit
- Physical Infrastructure and Technology Development
- Education, Health and Family Planning

Mandatory roles of GBTI

- Advocacy role on behalf of the community
- Facilitation role towards the community as well as WAPDA, local administration and revenue departments
- Mediation role between all the related parties and the affectees
- Enabling role for the IRDP
- Liaison role for the community productive linkages

GHAZI BAROTHA TARAQIATI IDARA

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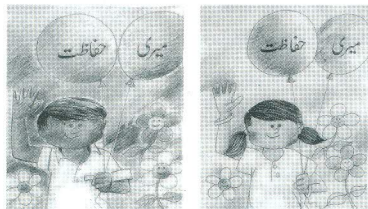
SAHIL's Step towards 'Meri Hifazat'

Story and drawing
book for child safety.

SAHIL has published a story book "Meri Hifazat" for children, teachers and parents.

The book has been published as a coloring and story book. It has two editions: one has been published specifically for male children and the other for female children.

The lesson for children in this story book is to say "No" under different circumstances, which may be threatening for the child. In this book, we also talk about good and bad secrets. The language is simple, and it includes a guide for parents or teachers who would assist the child with the book.



The message that the story book gives to parents is that they should lessen communication gaps with children.

SAHIL - P O Box 235, Islamabad

Food for thought

only JOKES are for giggles



Q: Why did the chicken cross the road?

A: To get to the other side.

Q: Why did the development worker cross the road?

A: What road? It hasn't been built as yet!

Q: How many chickens can you squeeze in the office car?

A: 8 in the trunk, 8 in the back, 8 in the front and one in the glove department.

Q: How many POs can you squeeze in the officer car?

A: None, since when were POs entitled to the office car!

Q: Which came first the chicken or the egg?

A: Don't know. The POs report is late as usual.

DEVELOPMENT PROFESSIONAL

entering the village and getting late for lunch at Marriott before his appointment at the Islamabad Club Fitness Gym

- Clothes made of hand-made Kamalia Khaddar
- Leopard Skin Kohati Chappal

Accessories

- Cartier Gold Cufflinks
- Bag by Jaffer Jee
- Hair cut by Tariq Amin



We hope that the development professionals have enjoyed this little joke.



ADAPTATION OF A CLIP by Creators Syndicate, Inc. 2000

ANGER TEST

Please answer in YES or NO

1. Have you ever been so angry at someone that you've thrown things or slammed a door?
2. Do you tend to remember irritating incidents and get mad all over again?
3. Do little annoyance have a way of adding up during the day, leaving you frustrated and impatient?
4. Stuck in a long line at express check out in the super store, do you often count to see if anyone ahead of you has more than ten items?
5. If the person who cuts your hair trims off more than you wanted, do you fume about it for days afterward?
6. When someone cuts you off in traffic, do you flash your light or honk your horn?
7. Over the past few years, have you dropped any close friends because they just didn't live up to your expectation?
8. Do you find yourself getting annoyed at little things your spouse/brother/sister does that get under your skin?
9. Do you feel your pulse climb when you get into an argument?
10. Are you often irritated by other people's incompetence?
11. If a cashier doesn't show up on time, do you assume he's probably trying to cheat you?
12. If someone doesn't show up on time, do you find yourself planning the angry words you're going to say?

If you've 0-4 YES, then it is normal, if you've 5-8 YES then you can improve and if you've 9-12 YES then there is a chance of heart attack. Try to change your behavior.

Ref: PSYCHOLOGY 98/99, By: Peter Jaret
Contributed by: Atiq Mirza

Contributed by: Ghias Mohammad Khan
FREEDOM PUZZLE - Mzwakhe Mbuli

Thought Provoking Punch FREEDOM

Is freedom a puzzle? Is freedom a quiz? What is freedom? And what is the meaning of freedom?

- To black and white people, the meaning is different
- To those living in tin shacks, the meaning is different

What is freedom? And what is the meaning of freedom? . . .

- To the bosses and farmers, the meaning is different
- To the rich and poor, the meaning is different
- To the homeless, jobless, miners and workers, the meaning is different

What is freedom? And what is the meaning of freedom? . . .

- Perhaps freedom is like a jigsaw puzzle
- Perhaps freedom is like a mirage
- Perhaps freedom is wealth for the chosen few
- Perhaps freedom is mixed parliament and freedom of speech
- Perhaps freedom is building bridges where there are no rivers
- Perhaps freedom is the Truth Commission against the long arm of the law
- Perhaps freedom is economic power and the continuation . . . (empowerment in the real sense)
- Perhaps freedom is death of apartheid and the establishment of new order

Is freedom a puzzle? Is freedom a quiz?

A Semblance of MAP

By:
Adil Mansoor

Any project or programme is as good as its monitoring and assessment system. The raison d'être behind the success of non-government and corporate entities is the existence of a strong and prudent monitoring and assessment component, which

consequently ensures effective planning. This very peculiarity leads to efficient management structures in these organizations. The process follows a chronological pattern: i.e. monitoring and observation; followed by assessment against the targets or the aspired outcomes, unveiling the problems and their solutions from within; finally, adding to the vigor of the decision-makers and eventually the future planning dimensions. Here lies the difference.

Structurally, the role of the MAP section at NRSP is to coordinate, monitor and assess the activities and their implications in the light of its objectives, and to plan accordingly. Initially, the MAP section focused on analyzing case studies and the qualitative aspects of NRSP's activities in a microcosmic fashion, but with the passage of time it has transited to a more scientific dimension. A paradigm shift from a micro observation and assessment to the one concerned with relatively macro level, probably meso level, issues. One can notice, while going through the series of NRSP's annual reports, that the learning curve of the MAP section follows an exponential trend. Initially, it paid special attention to the problems and issues coming-forth in CO formation and community mobilization; succeeded by the issues faced by the communities in the provision of inputs; followed by the micro impact-assessments looking at the improvement in the quality of life at the individual and community level, both merging together to prompt societal development. In due course, it has reached a juncture, to start looking at the organization's marginal capacity, efficiency, planning, the notion of expansion, and ultimately its sustainability, through more decentralized regional structures, driven according to the demands of the communities NRSP works with.

Functions of MAP:

The responsibilities of MAP section can be divided into two wide-range functions:

Periodical functions: include monthly monitoring and reporting of the activities of the Rural Credit & Enterprise Development (RCED), Natural Resource Management (NRM), Physical Infrastructure & Technology Development (PITD) and Human Resource Development (HRD) sections in the regions,

where NRSP is working; holding a bi-annual review and planning workshop, where all the regions and sectors of NRSP convene and discuss their performance in that six-months period and plan for the upcoming six-months, and above all; an annual review and planning workshop, preceded by the annual report of NRSP

Regular functions: include routine monitoring of the performance and records of the COs, field units, regions and projects for smooth implementation of the programme activities; research and analysis of the programme activities and inputs through case studies and impact evaluation studies using qualitative and participatory techniques, like PRA, social assessment, efficiency analysis, etc. as well as the quantitative and systematic survey and research techniques, like CBA, economic analysis, etc. and; finally, looking for the viability of the activities in varying socio-economic situations.

For instance, during the recent past, the MAP section has done numerous situation analysis reports, exploring the socio-economic status, household poverty profiles, problems-both at individual and

community level-ranked in a priority matrix, situation and the condition of social sector services, both statutory and private, all on a union council level. These situation analysis reports, based on both individual- and village-level profiles, provide a tool helpful in planning and policy-making for the poverty alleviation efforts in that union council. These situation analysis reports use a blend of both qualitative techniques and statistical methods.

MAP section also does the household level baseline surveys, with complete information on all the socio-economic variables and calculations of poverty indicators, like Head Count Index, Income Gap Ratio, Gini Coefficient, etc., a recent example being 'The Baseline Survey of Tehsil Sialkot'. As the surveys of this kind are resource intensive, they are usually subject to project requirements. Impact evaluation studies are done on a regular basis to look into the effectiveness of the programme in accomplishing its objectives, rectification of mistakes and refinements in the quality of work. The latest impact assessment studies include impact assessments of the cotton training in DG Khan, cotton training in Lodhran, repeat credit cases in UPAP, tailoring training in Sialkot and a cost-benefit study of drinking water supply schemes in Rawalakot region.

Recently, the MAP staff at head-office has been assigned various regions of NRSP for facilitating their monitoring, assessment and planning activities. The MAP team will provide technical support to the regional MAP professionals, Social Organizers, Regional Programme Officers and the rest of the staff in improving their monitoring and reporting systems, besides facilitating them complete their annual reports and plan their programme activities, in accordance with the community's needs and preferences, for keeping NRSP a sustainable development movement.



ALI DASTGEER, PROGRAMME
MANAGER, MAP SECTION

Sources of articles: All articles are produced internally with information from various books, magazines and internet.

Readers' suggestions will be most welcome.

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