

National Rural Support Programme – Pakistan

HRD COMMUNIQUÉ

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éducation

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

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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**.

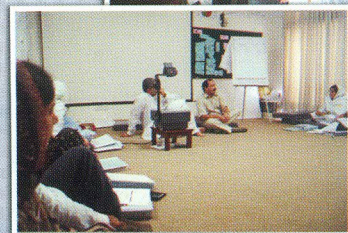
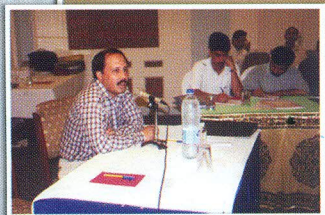
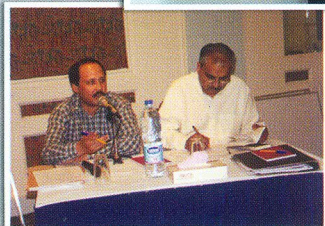
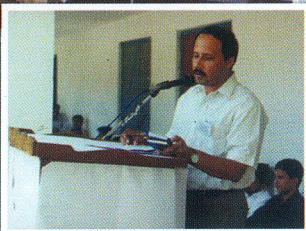
Happy reading!
Best regards

an interview

with Agha Ali Jawad

General Manager (Operations), National Rural Support Programme

(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.

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

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

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

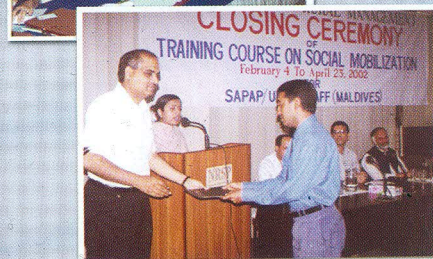
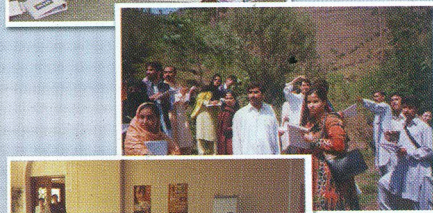
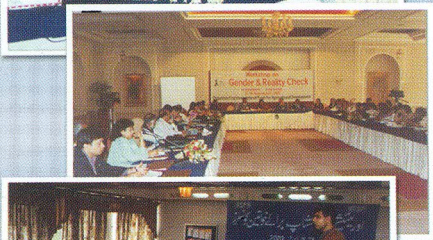
Water: ("vutr") an irrigation channel.

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.

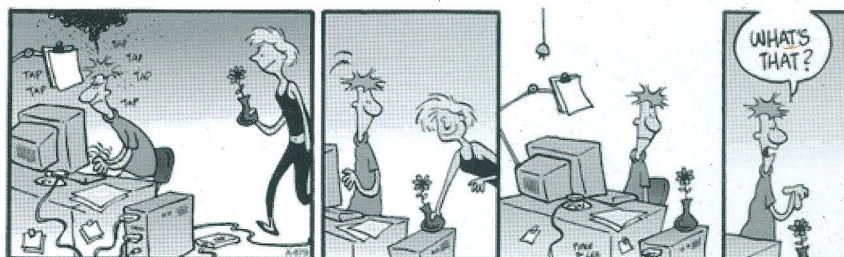
The jury selected, for honorary mention, the Institute of Rural Management, National Rural Support Programme, Pakistan, in recognition of its work in capacity building of the rural poor. A case study of the institute, including the organizational profile and the extent and types of developmental initiatives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

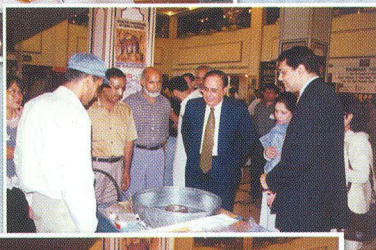
What we've discovered is that one's capacity to focus and direct attention becomes fatigued in the modern world. People become irritable, erratic, and less competent. Natural environments are the best cure, says Stephen Kaplan.

www.trevor.com.au

case studies

snapshot

- Breaking the shackles of poverty
- Candyfloss production
- And the results are marvelous



Breaking the shackles of poverty

35 years old and mother of 11, Rehana lives in village Rajo Khanani, Tehsil Tando Bago of district Badin. The village is situated at a distance of 16 km from NRSP - Field Unit Talhar.

Rehana, known as "Ustani Baji" is a role model for the entire female community of the locality. She is running three Tailoring Centers in three different villages of the same union council. These centers have provided training to about 550 girls. Living in a cemented house, Rehana dreams of a better future for her children. She also aims to provide her children with the best possible education and to impart her skills to the disadvantaged women of the area to enable them to earn an honorable living for themselves.

Life was not the same for her family four years back. Her husband, Jawad, was a daily wagerer whose little income was insufficient to arrange for even two meals per day. Determined to share the responsibilities, Rehana used to stitch suits for others. As she was not an expert, she could not get good rates for her work.

Narrating the story of her miseries, Rehana said that it was some 5 years back when she was being told by her neighbor that NRSP officials were to visit the village next day. Since she had not much to do the other day, she attended the meeting. The villagers were being told that insufficient capital and lack of unity among the community members was leading to several economic and social problems. They were also told that saving and skill enhancement could be used as tools to combat poverty.

Persuaded by the discussion, Rehana along with 20 other females of the locality formed the Community Organization: Chooudry Khadim Hussain on 20th September 1997. The community members selected Rehana as manager of their newly established

community organization. Few months later, she was nominated for the tailoring training.

This was the turning point in the life of Rehana. Under the credit programme of NRSP, she was able to get a loan worth Rs. 20000 from NRSP and opened a Tailoring Center. This center was the first of its kind in the area, providing training facility to the young females of the locality in their own village. Later, she established another center in village Thari.

Presently, she is running three such centers in villages Buxo Nizamani, Peerwalah and Millan. A total of 38 students are enrolled in these centers. Her total earning from these center amounts to about Rs. 8000 per month (charging Rs. 150 per month per student both in Buxo Nizamani and Millan centers while Rs. 200 per month in her Peerwah Center. Half the fee is remitted to deserving students). From the income so received, she has been able to buy a 3- room cemented house. Realizing the importance of education, she is doing her best to give her children quality education. Her eldest daughter studies in Inter while other children are in class 9, 7th and 2. She has also invested her savings in three committees of Rs. 13000, Rs. 12000 and Rs. 5000.

Rehana now enjoys a higher status among other females. Her future plans include setting up a multi purpose Social Center where skills involving tailoring, designing, embroidery, tie and dye and surf and soap making will be imparted to the students.

Candyfloss production

Skilled hands are capable of carving their own bread. True!

Under the Enterprise Development Training Programme of the NRSP - Institute of Rural Management, a candyfloss production training was organized from January 31 to February 3, 2002. The objective was to create a source of regular income for the participants and it

aimed at enabling the participants to start an enterprise independently after the successful completion of the training.

Three participants, M. Nadeem, Rizwan and Nasir, from community organization Shamsabad (GBTI) participated in the training. They belonged to the same family and were cousins in relation. Before training, they were engaged in various occupations like that of being a tutor, laborer and marble/ chips grinding. However, their low income demotivated and compelled them to look forward to identify other sources of income.

Describing the demographic situation of the village, the participants told that Shamsabad is a large village with 500-600 households. About 50 % of the population is engaged in agriculture. Major crops of the area include wheat, corn, potato, garlic, carrot and turnip. Scarcity of water for irrigation is responsible for low yield. Labor on daily wages is another occupation for the inhabitants.

Training was designed to address both the operative and practical aspects of learning. It was one of the initiatives by the Institute where not only the working and maintenance of the machinery were explained but also effective marketing practices were told to the participants and were provided the chance to practice them.

During the first two days of the training, participants were made to learn the working, operation and maintenance of the candyfloss machine. Participants learned to open each and every part of the machine. On the third day, the manufacturing and packaging of the product was practiced. The fourth and final day of the training was important. The participants were required to make candyfloss in the morning and sell it in two of the markets of Islamabad (G-9 and G-10 Markaz).

The trainees were pleased to see that both children and elders were their customers. They were able to sell 84 out of the 91 small and large packets of candyfloss. Contrary to their expectations, they were able to make handsome profit out of their little investment. At the end of the training, NRSP provided them with machine and cylinder to start the enterprise.

Candyfloss is a value added product of sugar. From one kg of sugar, 35 large (or 90 small) bags can be prepared, which means a profit of Rs 130 out of the total investment of Rs. 45. The four schools in Shamsabad add to the success of the business.

Story of their success...	
Mohammad Naeem at G-9 Markaz:	
Material cost	Rs. 45
(sugar, color, polythene bags, gas/ fuel)	
Number of bags prepared	35 Large
Sale price	Rs. 5 per bag
Selling time	3 hrs
Total number of candyfloss sold	35
Total sale	35x5 = 175
M. Rizwan Et Nasir Mehmood at G-10 Markaz:	
Material cost	Rs. 60
(sugar, color, polythene bags, gas/ fuel)	
Number of bags prepared	56 (16 Small, 40 Large)
Sale price	Rs. 5 large bags and Rs. 3 small bags
Selling time	3 hrs
Total number of candyfloss sold	49
Total sale	173

Cost Analysis (Per Kg)	
Material Required	
Sugar	Rs. 25
Color	Rs. 5
Polythene bags	Rs. 10
Gas	Rs. 5
Depreciation cost of the machine	Rs. 2
Total	Rs. 47
Cost Analysis	
No. of Candyfloss bags (big)	35 (against the cost of Rs. 47)
Rate per bag	Rs. 5
Total amount	35x5 = Rs. 175
Net benefit	175-47 = Rs. 135
(Net benefit = total sale - total cost)	
No. of Candyfloss bags (small)	90 (against the cost of Rs. 47)
Rate per bag	Rs. 2
Total amount	90x2 = Rs. 180
Net benefit	180-47 = Rs. 133
(Net benefit = total sale - total cost)	

And the results are marvelous
Story of Najma Shakoor

"There was a time when we, the females of the area had no say in the activities incurring around us. Now things have changed. We are consulted in various endeavors by our male family members and all I acknowledge is the timely intervention of NRSP".

These were the words of Najma Shakoor, President of Community Organization Saracha, when a delegation from NRSP head office visited her CO. Najma was nominated by her CO in 1994 to attend the Leadership and Management Skills Training organized by NRSP- Institute of Rural Management (IRM). The training gave her a new spirit and vigor and upon her return she revitalized the CO.

According to her, the strict norms and customs were major obstacles to women development. In the beginning, the females of the area were not even allowed to attend the training organized for their skills enhancement and capacity building. To encourage their participation in the training, Najma used to attend the course along with the nominee

by contributing her fee from her own pocket.

In order to promote better utilization of the acquired skills, she set an example by setting up the first poultry farm of the village after receiving poultry training from IRM. This encouraged the local females and they started initiating developmental activities.

Najma did not stop here. She succeeded in motivating other community organizations of the area to develop a network of services at the local level. This mean availability of services like seed, training utilization and vegetables etc. As the number of community organizations in the network rose to 30 the Women Welfare Organization was setup. This network was later registered as an NGO with the Kashmir Council. NRSP was with the community through out this process and facilitated at every step.

Due to expansion in the sphere of activities, Najma was again nominated to attend the NGO Management Training organized by IRM. The results were marvelous. The training not only helped in better management of this network and extending outreach to other sources. Now the hurdle was that the NGO could develop proposals to be submitted to donors. Various workshops were organized from the forum of NGO where departmental heads of government line agencies and other organizations were invited to deliberate regarding the services offered by their departments.

The stunning activities of the NGO compelled the National Education Foundation to give the management of 15 of its schools in the hands of this organization run solely by the females. The NGO also started giving credit up to Rs 5,000 to the mothers of the poor and needy students.

Najma is very proud of what she has done to bring change in the lives of the rural women. As an acknowledgment she has received 7 Gold Medals from various national and international organizations.

She has become the source of inspiration for many of the poor community members trodden by the poverty trap.

Source: Former Social Organizer, NRSP Rawalakot

this winter

This winter
Cold is a little shy!
Shy to get unveiled
Her temperance!
Will be over, if
Once, the water
Depart those clouds

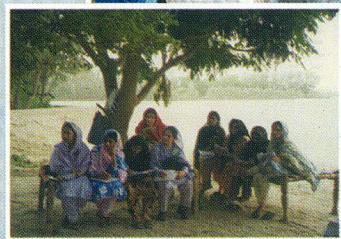
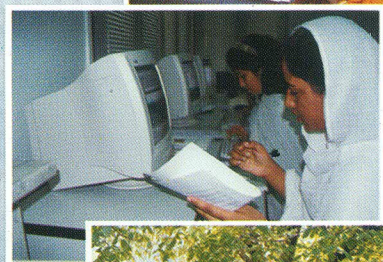
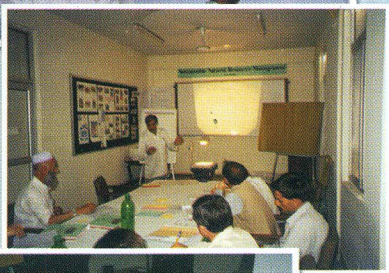
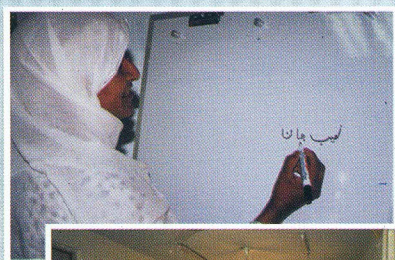
2001

role of education in sustainable development

snapshot

- Non-formal Education and NRSP
- Child-Centered Multi-Grade Teaching Approach

(By: Lubna Javaid)



"Whether or not expanded educational opportunities will translate into meaningful development – for an individual or for society – depends ultimately on whether people actually learn as a result of those opportunities, i.e., whether they incorporate useful knowledge, reasoning ability, skills, and values".

(Article IV of the World Declaration on Education for All)

Education, both formal and informal, is recognized to be crucial in enabling human beings and societies to reach their full potential. It is indispensable as a tool in changing people's attitudes. Education is of primary importance for two reasons: first, through improvement in the human capital, through upgradation of knowledge and skills, it plays a major role in shaping the growth and development prospects of a society.

Second, improving the education of the poor is the most effective way of adding to the poor's major asset – labor. The poor, who own little, besides their physical manpower, are heavily dependent upon their ability in earning a living. Their greatest chance of escaping the poverty trap lies in increasing the value of their manpower, which can only be done through improvement in skills and education.

Education in all its forms is fundamental to sustainable development. It increases the capacities of people to transform their vision of society into operational realities. It is for this reason that education is a primary agent of transformation towards sustainable development.

A paradigm shift! Education should not be confined to the ability to read or write rather a shift to the issues that provide with the tools for a sustainable development. In order to lead towards a sustainable future, education has to address the needs of all members of the society.

Basis for all future education and learning, the goal of basic education is to produce children who are happy with themselves and with others, who find learning an exciting experience and develop inquiring mind and build a storehouse of knowledge, which they can use and develop through out their lives.

Access to basic education is the fundamental step towards achieving a prosperous future. For poor households, it may be a less prioritized commodity than fulfilling one time meal, the fact being that children are contributing to the overall family income to sustain their lives.

Education makes positive contribution in combating problems like poverty, environmental pollution and poor nutrition. Participation of girls and women in basic education can bring manifold benefits in the form of reduced birth rates, increased rate of enrolment, improved health and nutrition etc. Education of adults is a key to development and it should aim at the empowerment of the recipients. It not only enables adults to read and write but also helps to improve health, gender relationships and income of the families, especially in rural areas. It further enhances the economic, cultural and political participation of individuals, which helps to create a democratic environment in the country that is both sustainable and humane.

Education is not only essential for economic development but also has the power to affect cultures and societies.

It arouses people's concern over unsustainable practices and enables them to confront and overcome change. It is not only a means for personal enlightenment, but also for cultural renewal. The goal of education is to serve society in several ways; it makes people wiser, vigilant, knowledgeable, better informed, ethical, responsible, critical and capable of continuing their learning process. Education is humanity's best hope and is the most

effective means in the quest to achieve sustainable development.

Education is no longer seen as an end in itself but as a means to:

- Effect changes in the value systems, behavioral patterns and life styles necessary to achieve sustainable development, and ultimately democracy, security and peace.
- Disseminate the knowledge and skills necessary to foster sustainable production and consumption patterns and to improve the management of natural resources, agriculture, energy and industrial production.

Quality education; a system of education where acquiring knowledge, skill and values for intellectual, emotional physical development are the priority. Learners are able to show feelings of joy, curiosity and sense of achievement.

The Education model of the NRSP is an attempt to offer solutions to the issues of accessibility and quality. Through active community participation, these schools have helped reduce teacher's absenteeism, make the teachers accountable and improve community participation in school management.

NRSP instills into COs a sense of responsibility through a well-designed Terms of Partnership (ToP). The selection of local teachers as well as the Village Education Committees (VECs) create a greater accountability between the schools, teachers, COs and the NRSP.

The VECs monitor and manage the activities of the community schools, while the COs provide the land for setting up the school. The NRSP is responsible for the teachers' honorarium and his/her training and for the VEC training and school monitoring.

Non-formal education & NRSP

NRSP with its ambition to impart education to all those who lack easy access to it, is establishing community schools in areas where need arise.

So far, it has established community schools in Badin, D.G.Khan, Khushab, Rawalpindi and Azad Jammu Kashmir. It has taken special care to ensure that these schools are established in localities where there is no government or private school within two-kilometer radius. The programme has remained successful in achieving its task i.e.

establishment of 233 schools with total number of 445 teachers, 11439 students with 5305 girls and 6136 boys, which is encouraging enough.

	Male	Female	Total
Community Schools	—	—	227
No. of Students	6136	5303	114,39
No. of Teachers	145	300	445
No. of Teachers trained	479	466	945
VECs formed	—	—	227
VECs trained-	—	113	113
Adult Literacy Centers	—	—	5
Adult Enrollment	—	128	128
Adult Literacy Training	—	25	25

Apart from these activities NRSP has also worked in collaboration with the local government for improving the condition of primary schools. It trained the school management committees (SMS) of AJK for better management of schools. NRSP involves people of the target area in its activities and enters into an agreement with them, which outlines the responsibilities of both the community organization and NRSP.

For the employment of teachers special preference is given to the females of the target. This is attributed to the fact that female teachers are more likely to treat both girls and boys equally without any gender bias. These teachers are trained afterwards to orient them to the concept of joyful learning, incorporating different activities in order to prevent the number of dropout and encourage enrollment.

Government has handed over 30 schools to NRSP for improving their educational standards through teacher training and school management committees. NRSP plans to expand its education programme to more areas and carry on its work on the same lines in future as well. It plans to join hands with education department and other line agencies for bringing about a positive change in education scenario.

Child centered multi grade teaching approach

An important aspect of the education programme of NRSP is the training of teachers in methodologies that encourage student participation and promote interactive learning. The NRSP-Institute of Rural Management, in this regard, is conducting teachers training while focusing the child centered multi grade approach to teaching. The system is characterized by:

- One teacher handling many classes at the same time
- Concentrating on the potential and abilities of the individual child to promote learning
- Interaction between different classes through promoting joint activities
- Children becoming more responsible in classroom and interacting more with each other and in assisting the teacher
- A more open approach towards the child's needs and psychology, curiosities and sensitivities etc.

Education Profile

Adult literacy rate (%)	
-1970	21
-1999	45
Male literacy rate (%)	
-1970	40
-1999	58.9
Female literacy rate (%)	
-1970	5
-1999	30
Primary enrolment (%) gross	
-1970	40
-1997	74 ^f
Secondary enrolment (%) gross	
-1970	13
-1997	26 ^f
Combined enrolment for all levels (%)	
-1980	19
-1999	40
Pupil-teacher ratio (primary level) 1997-99*	4843
Percentage of children dropping out before grade 5 (1995-99)	50
Tertiary natural and applied science enrolment (as % of total tertiary) 1995-97	...
R & D scientists and technicians (per 1000 people) 1990-96	0.1
Public expenditure on education (as % of GNP)	
-1960	1.1
-1995-97	2.7
Children not in primary schools (in millions) 1997	7

Notes: f: year 1998, i: year 1995

Source: Human Development in South Asia 2001, Globalization and Human Development, Mahboob ul Haq, Human Development Center

food for thought

snapshot

- What is psychological "burnout"?
- How does it happen?/Pre-burnout stage
- Causes
- Why do people burnout in an organization?
- Remedies
- Counseling

Burnout...at work place

(By: Nafeesa Mushtaq and Roomi S. Hayat)

Burnout is a word coined in the mid-70s, and its use as a description for physical, emotional, spiritual, intellectual and interpersonal exhaustion became popular in the 80s as a by-product of a lot of contemporary research into job stress. "Burnout" a psychological phenomenon; is spreading like an epidemic all over the world and is the dilemma of the day. Being a product of the modern age and its anxieties it is presenting an enormous threat to the performance of organizations throughout the world.

What is psychological "burnout"?

Abstract Burnout is a slippery concept having no standard definition. It is an umbrella term, but the ambiguity of this term can be cleared in many ways. It is a state of utter physical, mental and emotional exhaustion where one is unable to cope with stress and exhaustion. As a result one does not perform his duties efficiently and gets fed up of his routine. Consequently it leads to lower job satisfaction and lower productivity and effectiveness at work. Thus it prevents an individual from performing his/her daily tasks effectively. It is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy.

How does it happen? / Pre-burnout stage

Burnout doesn't occur overnight. It is a cumulative process, beginning with small warning signals that, when unheeded can progress into a profound lasting dread of going to work. The effects of stress are cumulative. We all live within stress levels that keep us active and energized. However, when we tip the scales too often, we lose our balance and ability to keep up and bounce back. When this happens we start to experience burnout.

Symptoms of burnout

The Symptoms of burnout are neither unusual nor mysterious. In fact, it's difficult to find

someone consistently free of symptoms, because a normal person may easily fall in and out of it. Burnout is a loss of interest in work and, in extreme forms; the burnout victim can literally become unable to work. The work skills remain intact, but burnout leaves its victim unable to become involved in the work: It extinguishes motivation and the victim adopts a 'so what' and 'why bother?' kind of attitude towards his duties.

- People caught in the burnout cycle usually experience negative emotions like feelings of frustration, anger, depression, dissatisfaction, and anxiety more often.
- Burnout victims develop a façade around them and experience a sense of alienation and isolation from their co-workers and family members
- Because of being emotionally drained a burnout victim find interacting with people more difficult both on job and at home and they withdraw from social interactions
- Tolerance level drops as burnout grows and enthusiasm is replaced by cynicism
- Insomnia or nightmare having work hanging over the head like a sword of Damocles, with feeling of morning sickness and feeling of tiredness
- This tendency is most pronounced among professionals who often become aloof and inaccessible to the very people they are expected to help. Even some of them treat their clients not as people but as objects
- Going to work becomes increasingly unpleasant, in-fact a daily torture
- Burnout takes a physical toll. Burnout victims have health problems, such as colds, flu, and allergy attacks, to insomnia, severe backaches, headaches, cardiovascular and gastrointestinal breakdowns, and other serious health problems
- People suffering burnout often use substances in an attempt to self-medicate their anxiety and depression but in that



case addiction becomes a risk

- High energy level, good health, and enthusiasm – the necessary conditions for peak performance – are all depleted in burnout
- As work becomes more painful and less rewarding, absenteeism is also likely to increase. Even when physically present, the burnout victim is often emotionally and mentally absent from the job. The result is a decline in productivity
- Other symptoms include irritability, feeling empty and being trapped and rapidly changing moods or mood swings

Causes

Burnout is frequently associated with work situations in which a person feels overworked, under-appreciated, confused about expectations and priorities, given responsibilities that are not commensurate with pay, and/or over committed with responsibilities. Financial or economic problems can also cause burnout. Diminishing rewards also play havoc as they provoke the feelings of futility and degradation. Lack of competence and ability on the part of employee accelerates the process of burnout. Another important factor in this regard is monotony of routine, workplace atmosphere and duties.

Why do people burnout in an organization?

Only employees are not to be blamed because sometimes the policy of an organization is the responsible factor. If lots of people are experiencing burnout in an organization then the organization should probe deeper into

the matter and try to find out if what is wrong with their current policy. Moreover a single person should not be held responsible for everything. An individual should be given one task at a time so that he may concentrate on that particular task and avoid losing his focus. Increasing demand in proficiency may also compel a person to become a burnout.

Remedies

Back patting can play a vital role in the rehabilitation of a burnout, as it assures him of his capabilities and potentialities. Another way to cure the victim is by saying thank you, as appreciation is a reward in itself. Thank-you are two powerful words and even more so when used in the right surroundings. The more public appreciation is the more power it has and it can go a long way to lift sagging spirits. Apart from these all the employees should be paid well keeping in view the efforts they are putting in.

Counseling

Counseling can also help burnout victims, as these are effective healing tools. They should be allowed some relaxation and some time out of their hectic routine. Workers should be given an opportunity for group grieving so that they may give vent to their pent up feelings and avoid being frustrated. The employer should accept it as a fact that human beings are fallible and prone to make mistakes and for the very reason should set reasonable expectations within appropriate limits for his employees. Employer should recognize staff needs and resentments; s/he should also initiate a *good Feed back system* that recognizes success. Tasks should be rotated on weekly or monthly bases to avoid monotony of routine. On personal level, anyone threatened by burnout, should practice complimenting himself and should learn to say "no" or in other words set limits.

There is no reason to burnout on life, work, and relationships. The trick is to be in harmony with the five elements of our life, Family life, Career, Society, balance between Spiritual and physical health. People who manage all the five appropriately remain healthy and lead a happy family life with a good career. People who are afraid of losing their lofty standing in career, should remember your career is as good as your health.

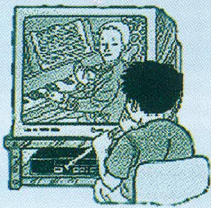
Web sources:

- 1. Promoting Resiliency in Yourself Vol.3. No. 1 April 1998
- 2. More about Burnout by R'Zvi Zobin

Gone High Tech

You may have noticed, teacher,
I am not in school today,
The cassette deck on my desk,
Will record each word you say.
Switch on my video cam,
When you have something to show,
And if you pass out homework,
Find my fax number below.
I've a pager and cell phone,
So I won't be hard to reach.
Since I don't need to be in class,
I'll do lessons at the beach.

<http://www.wtmelon.com/al2Poems.html>



"You lack the expertise we're looking for, Mr. Wheaton—but darn it, I like your attitude."

All in a day's work

Sending my resume off in a reply to a job advertisement, I thought my wealth of experience said it all. So, instead of including a covering letter, I simply enclosed a note saying, "Dear Sir, I apply." The reply was equally short. "Dear Sir, we regret".

Dilbert on getting ahead



Office English Dictionary

- **Blame Storming:** Sitting around in a group discussing why a deadline was missed or a project failed, and who was responsible.
- **Ego Surfing:** Scanning the net, databases, print media and so on, looking for reference to one's own name.
- **Idea Hamsters:** People who always seems to have their idea generators running.
- **Keyboard Plaque:** The disgusting buildup of dirt and crud found on keyboard.
- **Stress Puppy:** A person who seems to thrive on being stressed out and whiny.

AHK Resource Center

A token of recognition of remarkable efforts of Late Dr. Akhter Hameed Khan

Dr. Akhter Hameed Khan, an outstanding social scientist of our age, is recognized globally for his phenomenal contribution to the developmental endeavors for the rural masses. He firmly believed, and exhibited, that Pakistan or any other nation could not prosper until poor are made part of the developmental process.

Paying tribute to this remarkable personality, the foundation of a resource center was marked, in 1993, at NRSP- Institute of Rural Management, Islamabad. This resource center connotes to a pool of information related to development issues, participatory development approach and social mobilization with particular reference to Pakistan's scenario. The Institute has been assisted by Rural Support Programme Network in strengthening the resource center to reach the required level.

Channelling the information...

The resource center acts as a center for all the RSPs where they could share their best practice studies/ documents produced, impact analysis, programme videos and training manuals and material and other publications.

The anticipation

"A knowledge depository of rural support programmes in particular and other development organizations in general"

The resources/resource center services

Ahktar Hameed Khan Resource Center caters to the information requirements of development organizations working for participatory development approach and methodologies of social mobilization in Pakistan. It is the result of articulation of the following sections:

1. Reference library
2. Audio-Visual studio
2. Graphics studio
4. Write shop
5. Xerox facility

Members' benefits

The facility of borrowing books and using the Internet is available to members only. Non- members can only read the material within the premises of library.

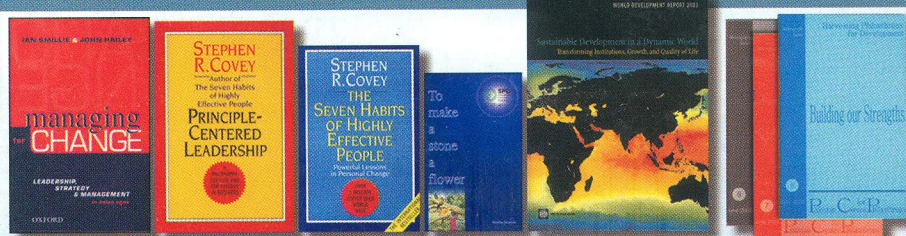
Who can become a member?

Category	Requirement	Fee
- Members of RSPs*	Recommended by authorized person of the organization	Free
- Members of HRDN**	- do -	50% discount
- Other Organizations / Individuals	- do -	Rs. 1000 / 500 per annum
- Students	Recommended by Institutional Head	50% discount

* Agha Khan Rural Support Programme, Balochistan Rural Support Programme, Ghazi Barotha Taraqati Idara, Lachi Poverty Reduction Project, Khushihai Bank, National Rural Support Programme, Punjab Rural Support Programme, Sahad Rural Support Programme, Sindh Graduates Association and Thardeep Rural Development Programme

** Individual, Organizational

New Arrivals



Managing for Change: A thorough analysis of management challenges faced by NGOs in Asia - *Author:* Ian Smiley and Jon Hailey

Seven Habits of Highly Effective People: A presentation of holistic, principle centered approach towards problem solving - *Author:* Stephen R. Covey

To make a stone a flower: A compilation of real life stories from the field - *Published by* SPO

Sustainable Development in Dynamic World: Examining the relationship among competing policy objectives over a 50 years horizon, World Bank

A Monographs series on Philanthropy: Each covering a separate aspect. *Published by* Pakistan Center for Philanthropist

Book Review: Title: Hand Book for Literacy and Post Literacy

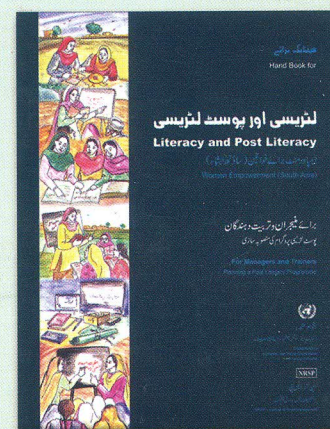
Illiteracy is a problem faced by majority of third world countries. The world community in the *World Declaration on Education for All (1990)* declared literacy a basic human right. But still lots of people are illiterate. Illiteracy or neo-literacy is found chiefly among women of South Asian region.

This book is an attempt made at fighting back illiteracy. It is the outcome of UN-ESCAP project, which aimed at women's empowerment. The purpose underlying this book is to promote literacy among women in South Asia. The whole book revolves around two important issues i.e. why is illiteracy or neo-literacy prevalent among women of south Asia and what would be the most effective strategy to solve this problem.

This book can serve a variety of purposes. It can be of much help to managers, curriculum designers, material developers, trainers of trainers and supervisors of post literacy programmes. It is divided into seven modules each one dealing with different aspects of literacy and post-literacy. Each module can be used independently for

a particular purpose. These modules chiefly vary in their focus lending variety and richness to the book without losing its main focus and organic unity. In these modules we find the objectives of the book, basic definitions related to literacy, characteristics of learners, guidelines for curriculum development and lots of other things. This handbook is adapted to meet specific requirements. This book is translated into many local languages to mould it according to the requirements of a particular country. A translated version of the book is available to ensure its use and ready availability. In short it is a complete guide for professionals who train other professionals, including classroom literacy facilitators.

Literacy and Post-literacy is the product of the joint efforts of Literacy and Rural development professionals from Dhaka Ahsania Mission, Bangladesh; the Rajasthan Adult Education Association, India; World Education, Nepal; and the National Rural Support Programme, Pakistan. Other contributors who assisted in the whole process are ESCAP; UNESCO/PROAP; APPEAL



Sub-title: **Women Empowerment**

Version: Second

Pages: 164

Price: Pak Rs 1000/-

Available at: NRSP - Institute of Rural management

Reader's Suggestions will be most welcome. Please write to us at:

NRSP - Institute of Rural Management

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