

HRD COMMUNIQUE

NEWSLETTER

ISSUE: 04/01-09

JULY 2004

Public, Private Partnership

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Printed by: OPAL STUDIOS

editor's note

Dear readers

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

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

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

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

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

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

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

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

public, private partnership

snapshot

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

Partnership

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

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

Public and private sector

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

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

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

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

Difference and interaction between the two sectors

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

Why partner with others?

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

Public/private partnership as development strategy for developing countries

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

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

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

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

Pre-requisites for partnership

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

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

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

Outcomes of partnerships

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

Dos and don'ts of successful partnerships

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

Conclusion

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

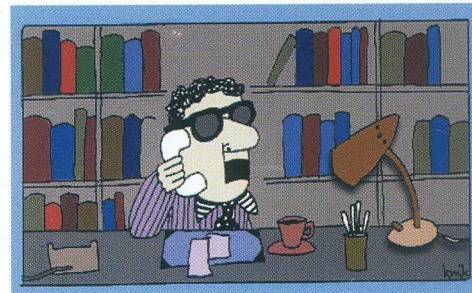
Reliance on government services only has proved to be inadequate. Sole reliance on private initiative and markets only is also deficient.

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

The notion of public and private partnerships should not be limited to collaborations between the government and the private sector. Partnership of the two sectors will promote good governance in Pakistan and generate sustainable job opportunities. It will also help support human development; promote gender equity; support the development of small and medium-sized enterprises and encourage private sector development.

Source:

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



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

NRSP and Private Sector Partnership

The sugarcane productivity enhancement project in Rahim Yar Khan

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

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

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

Munawar Memorial Hospital & NRSP Primary Eye Care Project

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

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

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

Source: NRSP 9th Progress Report

employee morale vs productivity

snapshot

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

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

Defining morale

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

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

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

Defining productivity

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

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

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

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

Relationship between productivity and morale

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

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

Causes of low morale

Employees' morale declines because of:

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

Effects of low morale

- Low job satisfaction
- Unproductive employees

Symptoms of low morale

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

How to improve productivity

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

Ways for boosting up morale

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

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

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

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

Conclusion

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

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

Sources:

1. www.mlsc.org/mlan/product1.html
2. www.employeeRetentionstrategies.com/bookshelf.htm
3. www.wiseeffects.com/Productivity/productivity.html
4. www.sonoma.edu/users/h/hosseini/productivity/definition.html
5. www.rtdonline.com/art31.html

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

George Bernard Shaw

Heartfile Cardiovascular Diseases (CVD) Prevention Project

NRSP initiated a CVD pro prevention project in Lodhran region in collaboration with Heartfile Pakistan. The programme has been introduced to 167 COs. The project includes community level health education and village activist training. To date, the programme has trained nearly 200 activists. Heartfile informs community members about preventing heart diseases recognizing its symptoms, the relationship between diet and heart diseases, recognizing and responding to the signs of high blood pressure, and the danger of smoking.

NRSP's Work with District Government Jhelum

The Jhelum Pilot Project was implemented by NRSP in partnership with the District Government Jhelum and Pakistan Poverty Alleviation Fund (PPAF). Under the project, NRSP implemented six sanitation schemes (street pavement, and construction of drains and ponds) benefiting nearly 700 households. The total cost of these six schemes was Rs. 2.085 million. This cost was shared among the District Government (50%), the communities (20%) and PPAF (30%). NRSP paid all overhead costs and expenditures on training of Councillors and the members of Village Development Organizations (VDOs).

NRSP's partnership with District Government of Jhelum was modeled on NRSP's practice of participatory development and is a prime example of the partnerships between a Rural Support Programme, District Governments and Donors. It was successful in many ways: rural communities were enthusiastically involved, Union Councillors were moulded into effective development workers with apolitical attitude towards development activities, assisted the District Government to increase its credibility with the people's involvement in the development projects and to develop a mechanism for forming CCBs, helped PPAF to benefit a large number of poor people by decreasing its cost share from 80% to 30%, thus enhancing the utilization of its funds and to set an example for its potential future role of working with District Governments through its Partner Organizations. The Project has also demonstrated a successful model of pooling of resources (50% from District Government Jhelum, 20% from the beneficiary communities and 30% from the PPAF).

NRSP succeeded in playing a catalyst role in developing a partnership model between the District Governments, Donor and a Rural Support Programme for community-based development projects by involving local political representatives. It succeeded in changing the traditional attitude of people from thinking of street pavement and drain construction as the responsibility of the local governments to actively participate in the implementation of schemes, contribute to the costs and to take responsibility of properly operating and managing the scheme after completion.

Based on the success of this model, the model has been scaled up in ten other Union Councils in District Jhelum. The model is also being replicated in other Districts of Pakistan. NRSP has signed MoUs with District Governments of Chakwal, Rahim Yar Khan, and Khairpur (Sindh). It is hoped that it will eventually be initiated in all the RSPs working districts.

There is a huge potential for joint efforts between District Governments, Union/Tehsil councils, the communities and NRSP. This model can also be extended in other sectors especially in education, health and agriculture sectors. However, the partnership potentials are not limited to these fields. The partnerships can be extended to all areas/fields that encourage grass-roots development and support to communities for harnessing their potential.

Sources: NRSP 9th Annual Report & Devolved Governments - NRSP -Donors Partnership 2003

Ways to Boost Morale

Morale is vital in any organization. Here are few ways to relieve stress among your employees and colleagues. Not all will work in every department, but you should be able to find an idea or two to help in yours.

- Group lunch. It doesn't have to be at a fancy restaurant. Ordering pizza or a six-foot submarine sandwich can be just as much fun.
- Humor board. Design one bulletin board as a place to post cartoons, jokes, humorous photos, etc.
- Cartoon memos. Attach a cartoon or a short joke to any of the more mundane memos you distribute.
- Off - site meetings. Schedule a department meeting away from your office. If it's a nice day, take it outside. Or go to a restaurant and follow it up with lunch.
- Special days. Hold an 'ugly tie' or 'ugly sweater' day, or something similar that everyone can participate in. Award joke prizes for winners.
- Humor break. Take turns designating someone to tell a joke or story during a daily "humor break."
- Snapshots. Bring a camera to work and take candid shots of employees. Post the photos on your humor board.
- Be cheerful. Be sure to smile and say hello to your co-workers.
- Stay in perspective. Remind yourself and your colleagues that things aren't as bad as they sometimes seem during the stress of the moment.

Source:

1. www.socap.org/publications/quicktakes/boostmorale.html

L e s s o n s i n L o g i c

Success
is a relative term.
It brings so many relatives.

"Hard Work"
never killed anybody
But why take the risk

"Work fascinates me"
I can look at it for hours

The more you learn, the more you know,
The more you know, the more you forget
The more you forget, the less you know
So.. why learn.

"Your future depends on your dreams"
So go to sleep

Since light travels faster than sound,
people appear bright until you hear them speak.

If it's true that we are here to
help others,
then what exactly are the others
here for?

I was born intelligent
education ruined me.

Practice makes perfect....
But nobody's perfect.....
so why practice?

Contributed by: Ijaz Kalig - PO (STP)

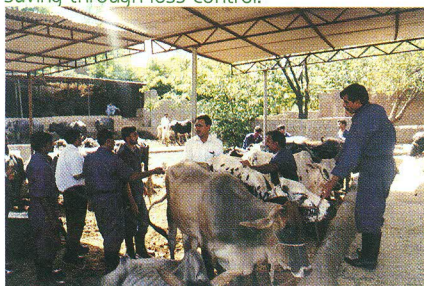
NRSP small press...

snapshot

- Collaboration of NRSP with livestock department ICT; Islamabad
- BVDP - the best example of public / private partnership
- Collaboration of NRSP with PWD
- Stress management workshop
- IRM- Executive diploma in english language proficiency

Collaboration of NRSP with livestock department ICT; Islamabad

Livestock Department ICT; Islamabad has been arranging Livestock Camps at FU ICT since 1994 in collaboration with NRSP. The Assistant Director, Live stock Department has been showing genuine interest in attending those camps. He has been much concerned about the medication and vaccination of the livestock. Sometimes it is really hard to find a certain vaccine for example vaccine for Black Quarter Disease. The Assistant Director usually prefers NRSP - ICT area to the other areas and responds to its need on priority basis. This joint venture has proved to be very effective in eliminating animal diseases and lowering the mortality rate of livestock and hence controlling loss which is one of the objectives of NRSP i.e. to improve saving through loss control.



BVDP - the best example of public/private partnership

Barani Village Development Project is a Project launched by the Government of Pakistan aiming at the development and betterment of the Barani (Rain Fed) areas of the fourteen Tehsils of Punjab. The methodology planned was to approach the rural communities in a bottom up way and not in the traditional way where all the funding is percolated through Administration Structure to the rural communities. It was a huge project focusing mainly on targeting the poorest of the poor i.e. small farmers. It also projected women development.

NRSP is advantaged to have established a set up where it has an outreach to the poorest and address the problems at grass roots level. All the line agencies/departments of the Government of Punjab are bound to respond to any resolution coming through COs marked by NRSP.



Assistant Directors BVDP are appointed in each district who plan and implement entire activities in that district with the collaboration of District Incharge of NRSP in that area.

Collaboration of NRSP with PWD

NRSP - National Rural Support Programme is collaborating with Public Sector to plan, implement and sustain a number of development activities. Various projects have been carried out at ICT Field unit; ICT being the pilot project area of NRSP. The main differentiating factor which sets it apart from other units is its linkages with public and private organizations in the field area.

The collaboration of NRSP and Population Welfare Department is one of the most appropriate examples of good private -public linkage. In July 2003 NRSP and PWD management signed a contract according to which four Family Planning camps were to be arranged in the COs of NRSP. Both the departments would carry out the joint venture. Discussion about Family Planning is often hushed down the table as it is a sensitive issue in our cultural setup. For this purpose both departments arranged a prior visit to the campsite. The visit was aimed at creating awareness and motivating the community members for streamlining the situation for any further action.

An announcement was made in the selected area and activists (mostly women) dealt with the women clients but male members were also allowed to contact because male community mobilizers from PWD department also attended each camp. Patients included General patients,

Family Planning patients (IUCD, Legation) etc and referral cases. At the camp contraceptive aides were provided at a very nominal cost.

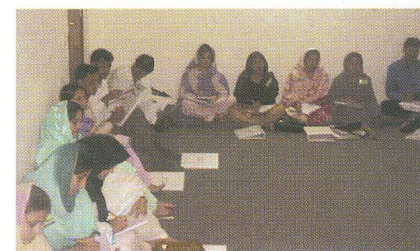
FU Incharge ICT, FC ICT and PWD field staff and Incharge hold a monthly meeting to get feed back about the ongoing activities at camps. This feedback not only helps in assessing the progress of the camps but is also helpful in suggesting measures for bringing about positive changes. After every three quarters the progress of each camp is reviewed. It is decided by the PWD to recruit a permanent employee (family welfare worker, grade 8) at FU ICT who will be paid by PWD and will work under the supervision of FU Incharge ICT. The duty assigned to him or her would be to accompany the Field coordinator/SO female in regular CO meetings and to create awareness about family planning.

Source : Rukhsana Tariq (RP - HRD/SSS, Rawlapindi Region- NRSP)

Stress management workshop

NRSP - IRM is constantly involved in upgrading the personal capabilities of the professional working staff and community members, as well as improving the conditions of the working environment to get a maximum output from the limited work force. In this context it organizes a multitude of training programmes and workshops.

Keeping up with the efforts summarized above IRM organized a training programme titled "Working In Stress Free Environment" with the objective to improve the working conditions by overcoming the inevitable element of stress that is generated due to numerous reasons. This training programme would enable the participants to skillfully manage the stress and therefore allow them to create a healthy environment to ensure a



commendable increase in the output.

The contents of the training covered the following: what is stress?, causes of stress, common life stresses, work stresses, individual /environment, self-awareness, anger management, behaviour management, communication, dealing with difficult people, coping strategies for stress, stress management techniques.

INNOVATIONS

IRM - executive diploma in english language proficiency

Institute of Rural Management, stepped for the first time in the field of academics as it launched the "Executive Diploma in English Language Proficiency" on December 15, 2003. The first batch successfully completed the course on April 25, 2004 and the Closing Ceremony for awarding diplomas to the participants was held on April 29, 2004. The diploma is designed to facilitate working individuals who due to their lack of English language proficiency experience obstacles in their professional interactions and business communications. It also caters to the needs of freshly graduated students and young professionals wanting to improve upon their existing skills and hence create a niche in the job market as dynamic and confident prospective employees.

This innovative and flexible programme provided the participants ample opportunity for gaining confidence and learning the art of carrying out purposeful conversations without any inconvenience.

Considering the scores of imposing demands of professional careers the classes were arranged after office hours (5:30 pm to 8:00 pm) and were held thrice a week in order to allow the professionals not only balance their work schedules but also simultaneously satisfy their quest for self-improvement. It involved usage of the most modern and state of the art tools and techniques for creating an environment that encourages joyful and result oriented learning. The classes were based on classroom lectures as well as multi language teaching aides: (audio/ video).



Lessons learnt

The field guide to environmental partnerships makes the following observations on partnerships:

- Partnerships are formed among organizations, but succeed because of individuals.
- A successful partnership usually has a strong leader who champions the partnership projects and goals with vision, energy and enthusiasm.
- Partnerships involve people directly affected by a partnership – they are usually the ones most willing and able to work for it.
- Shared agendas, joint decision-making and mutual benefit constitute a partnership; money facilitates the project.
- A visible senior level support lets a partnership operate easily within the organization and displays the organization's commitment to other partners and to the general public.
- Organizations should be willing to consider new ideas and approaches, share responsibility and enter partnerships with the intention of being an active part of the process.
- A partnership is an opportunity for organizations to work together beyond business-as-usual, day-to-day activities.
- Most partnerships are proactive and involve action beyond what is required by regulation or policy.

Source:

Public - Private Partnership in the Social Sector

NRSP and Northern Education Project (NEP)

Northern Education Project was initiated in 1999 as part of NRSP's strategy to develop strong linkages with the government departments. The project was started to involve community in management of Elementary Education in Rawalakot region. Under the project School Management Committees (SMCs) were formed. SMC members were trained by NRSP-IRM, as were members of the Education Department Staff, in social mobilization and project functioning. The

project ended in June 2002 and the Project Completion Report was submitted in July 2002.

A brief synopsis of NEP Project:

Activity	Target	Achievement
School Identification	150	160
SMC Formation	150	160
SMC Heads' Training	150	160
SMC Members' Training	640	642
SMC Heads' Refresher	150	150
Staff Training	225	106

Source:

NRSP Programme update Jan 2004

Questions and answers

- Q** How can you drop a raw egg onto a concrete floor without cracking it?
A Concrete floors are very hard to crack!
- Q** If it took eight men ten hours to build a wall, how long would it take four men to build it?
A No time at all it is already built.
- Q** If you have three apples and four oranges in one hand and four apple and three oranges in the other hand, what would you have?
A Very large hands
- Q** How can you lift an elephant with one hand?
A It is not a problem, since you will never find an elephant and elephant with one hand.
- Q** How can a man go eight days without sleep?
A He sleeps at night
- Q** If you throw a red stone into the blue sea what it will become?
A Wet.
- Q** What looks like half apple?
A The other half.
- Q** What can you never eat for breakfast?
A Dinner.
- Q** What gets wet with drying?
A A towel.
- Q** What happened when wheel was invented?
A It caused a revolution, because it has its own scales.
- Q** Bay of Bengal is in which state?
A Liquid.

case studies...

snapshot

- Primary environmental care (PEC)
- Access to the market
- HRD training and its results
- Case study of a jewelry maker

Primary Environmental Care (PEC)

A large portion of the rural population in Pakistan lacks access to safe drinking water and sanitation facilities. Diseases like diarrhea cause child deaths and the process is further accelerated due to poor sanitation conditions, unsafe water and unhygienic practices. Drinking water and sanitation facilities available to school children in rural areas are unsanitary. So the school children are left with no other option than to drink the contaminated and unclean water available within the school premises.

The Education Management Information System (EMIS) shows that in 45.7% of the primary schools there is no safe drinking water available while over 64% of the schools in Pakistan are without lavatories. Consequently the break out of diarrhea, trachoma, skin diseases and malnutrition among children is quite common. These diseases are the major reasons for high infant mortality rate and over 0.2 million children die due to these every year in Pakistan.

To address the sanitation needs of the school children, UNICEF in Pakistan initiated a Primary Environmental Care Programme in 1992 having emphasis on school sanitation and hygiene education. As an effort towards improving the sanitary conditions in girls' schools Primary Environmental Care project was launched and implemented to meet the primary objective of providing clean and healthy environment.

The implementation strategy includes bathroom construction and hand pump installation in the identified schools. The key actors to implement the programme include students, their parents, PTA members, NGOs, government departments and community members. UNICEF signed the project with NRSP Thatta for the provision of these facilities in girls' primary schools.

Role of Education Department

Primary Environmental Care is directly related to the Girls Primary Schools, so it is hard to improve school sanitation system without the help of the education department. NRSP involved the school teachers in the formation

of water sanitation committees. Teachers of schools were trained and motivated for improving school sanitation and environment.

Methodology

Education department EDOs, DEOs, SDEOs, Supervisors and LCOs were trained as Master trainers in PEC. The objective of MTOT was to impart skills to master trainers for convincing teachers, as teachers may find it easier to motivate children and hence promote hygienic practices not only in schools but also in communities.

The trained teachers would be mobilized and they would further motivate the community members to contribute their share of the entire endeavor. They were ready to contribute for the provision of WES facilities within schools and the community. They understood fully well the importance of safe drinking water and hygiene practice.

Community participation

Community members fully cooperated in the implementation of the entire project. Without their support the provision of water and sanitation facilities would have been impossible. The students' enrollment rate rose higher after these facilities were provided at schools. The elected representatives (Nazims, Naib Nazims and Councilors) were also involved in the process.

A joint meeting was held between NRSP and Taluka Council Sujawal and Mirpur Bathoro for ensuring the availability of safe drinking water and sanitation facilities in schools. Taluka council members visited various schools of Taluka Sujawal and Mirpur Bathoro.

Output of the WES project

After provision of safe drinking water and sanitation facilities enrollment of children in girls primary schools of Taluka, sujawal and Mirpur Bathoro increased by 10%.

The female students were worst affected by poor sanitation in schools, so after the provision of school sanitation facilities parents are now willing to send their children to schools. Hygiene kit is a motivational tool; it has decreased the drop out ratio of schools. Children are sensitized

with full motivation so they have realized the importance of household lavatories.

Source:

NRSP, Field Unit Sujawal, MPK

Access to the market

Village Qaim Mirbahar is located at the right bank of Dadu Minor Extension Shore Wah, at a distance of 22 Kilometers in the Northwest of Sujawal City, district Thatta. There are 34 households in the village with 238 inhabitants. The village spreads over an area of 200 acres. Sugar cane, rice, and vegetables are the main crops cultivated. Majority of the people are dependent on agriculture for their livelihood.

In December 2001, NRSP introduced its programme in the village. People of the village showed great enthusiasm and formed a community organization. This CO formation was partly facilitated due to the endeavors of the UNICEF project, as it greatly benefited the inhabitants of the village. Under the UNICEF project a hand pump was installed in the village, the villagers received FLAAHE Training and latrines were renovated.

The CO members regularly conducted their meetings and deposited their saving, in their CO account. They have saved Rs. 22,000 so far.

The villagers were facing the problem of access to the market. So the CO members after the identification of their problem prioritized the bridge scheme. They earnestly needed the construction of a bridge over Dadu Minor to connect the village with the nearest market of the UC Jar. The existing bridge over the minor was 1.5 Km away from where they needed it. People had to travel an extra 4 km to reach the market. Keeping in view the problems faced by the villagers the CO members forwarded a resolution to NRSP, FU Sujawal for bridge construction.

NRSP in collaboration with Pakistan Poverty Alleviation Fund made arrangements for the construction of a bridge. After conducting a preliminary survey the construction of a bridge of 10 feet length and 18 feet width was

approved. The total cost estimated was Rs. 204011; out of which the community share was Rs. 59011 while the rest of the amount was to be provided by PPAF. The community share was in the form of skilled and unskilled labor but it also contributed a nominal cash amount of Rs. 386.

A separate amount of Rs. 6120 was reserved in the bank for the operational and maintenance charges of the bridge. The bridge was constructed in two months. It has reduced the distance of extra 4 km that the villagers had to travel before the bridge construction. The transportation charges have lowered too. The inhabitants of the village say, "We are very thankful to NRSP for having supported us and for having provided us an easy access to the market". It saves both the time and labor of the community people and has reduced the maintenance of transportation machinery along with providing easy access to the pedestrians, patients, funeral processions, domestic animals and the suppliers of agricultural products.

Advantages of the bridge

- Reduction of transportation fare (from 250 to 200 per trip hence $50 \times 2 \times 365 = \text{Rs. } 36500$ per year)
- Reduction in maintenance and operation charges of the tractor (Rs. 50 daily hence $50 \times 365 = \text{Rs. } 18250$ per year)
- Reduction in donkey cart fare (from Rs. 50 to Rs. 30 i.e. Rs. 20 per trip hence $20 \times 365 / 2 = \text{Rs. } 3650$)

Source:

NRSP, Field Unit Sujawal, MPK

HRD training and its results

In Pakistan every ten minutes a pregnant woman dies because of complications in pregnancy. The number of mothers who have to suffer due to the complications of pregnancy and lack of pre - pregnancy care is ten times more than this. According to the recent survey done by Pakistan Medical Association, in Pakistan every year at least 30,000 women die due to complications in pregnancy, one lac lose their lives during child birth and the rate is on rise in rural areas because the women there hardly get any medical facility.

District Bhakar comprises of various small sub units called dera jaat. People living in these areas are deprived of basic Health and Education facilities. Sometimes entire populations are wiped away due to lack of basic medical facilities in times of epidemic diseases. Under the Health Care Policy of

government an attempt has been made at providing health facilities in the length and breadth of the country. But lack of awareness is proving to be a great obstacle in the maximum realization of the anticipated advantages. We have come to know that infants die of drinking contaminated water.

The publicly known or according to government record the infants' mortality rate is 91 per thousand births, which is the highest among all South Asian countries.....why is it so!

The planning and formulation of a policy is not so difficult but its implementation surely is difficult. Every policy planned must be implemented. Women are the ones who suffer the most due to unavailability of Health and Education facilities. The neglected populations of backward districts are facing various difficulties. Although Nabuwala, comprising of 110 families, is near Dullewala but in order to get even the most basic necessities of life the residents have to travel to the nearby cities such as Dullewala and Bhakar. Which is not only affecting them financially but is also adding to their miseries.

Rukhsana Bibi is a Matriculate. She is the manager of the CO at Nabuwala. She has 7 acres of agrarian land. Her family's yearly income was Rs.25000, which according to her was not sufficient for them. She needed to work along with her husband in order to increase their family income. For this purpose she got TBA training through the CO and then she started practicing in her area. The women of the area started getting their regular check ups from Rukhsana Bibi as now they were getting health facilities within their area. In order to get further training she contacted the lady health visitor of the area. Her income after the training is almost Rs.2000.

Rukhsana Bibi ensures the provision of facilities like relevant instructions, medicine, on time medical assistance and first aid relating to childbirth. Due to this the ladies of the area do not need to travel to other cities, which saves not only their money but also their time.

Rukhsana is now looking after her family along with her husband. They are now earning Rs.2000-4000. She plans to arrange a Health Camp for the purpose of creating awareness about hygiene, health and cleanliness among the women of the area.

Rukhsana with her courage and efforts has set an example or is a role model for the women of her area as she is helping her husband. The people of village trust her. Her education and

skill are helping her and her family. Training once acquired in a proper way and then used in the right way can be beneficial not just for the person who received it but for many others at the same time. Through training events like TBA on the one hand the timely health facilities are ensured and on the other it serves as an honorable way or reputable source of earning which results in increment in income.

Source:

Gohar Jamal Tusi (Social Organizer) field unit Dulle Wala- Khushab Region

Case study of a jewelry maker

Mrs. Aamna is a CO member who used to make jewelry items from beads for a middleman at a very low price before joining the CO. He would provide the entire raw material for jewelry making and would pay her Rs. 35 per dozen (12 jewelry sets consisting of ear rings and necklaces).

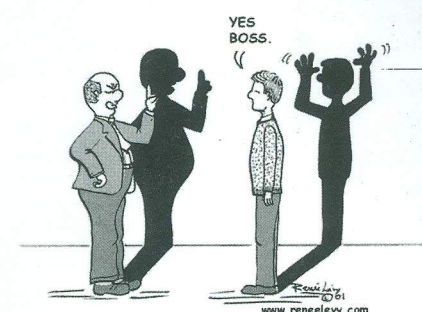
She got a small loan of Rs. 10,000 from the credit programme of NRSP- Mirpur Khas and with that amount she purchased the raw material required for jewelry making from Hyderabad. She started working on her own and is marketing it herself without the help of a middleman. She sells a single jewelry set consisting of ear rings and necklace for Rs. 40. In a months time she gets 90 jewelry sets ready for sale. Her daughters also help her in making these sets. She is earning Rs. 3600 per month now while earlier she used to earn only Rs. 280 per month.

She wants to further expand her business and intends to apply for another loan from NRSP for purchasing buffalos for the purpose of improving her life style through income generation.

She is a hardworking person and has the ability to utilize her resources effectively. Aamina is a courageous woman of independent means now and is providing financial assistance to her family.

Source:

CO, Star Group Distt. MPK



mind your own business

snapshot

- Why employees tend to use this term MYOB
- Gossip, backbiting and jealousy in the workplace
- Other incivilities
- Workplace headaches
- Working through negative political situations
- Why employees interfere in their co-employees' task
- Characteristics of time wasters
- Effects of meddling/interference on the office environment
- Measures to prevent interference and promote an employee friendly environment
- Conclusion

Some people are in the habit of believing that everybody's business is their business and they just can't resist the temptation of interfering in the lives of others. We come across a number of such people at workplace.

Why employees tend to use this term MYOB?

The major causes include:

Gossip, backbiting, and jealousy in the workplace

Employees discover all-too-frequently themselves facing an atmosphere of jealousy at workplace and that can be a difficult situation in which to work. Gossip, backbiting and jealousy seem to flourish in situations where there is a lot of in fighting, competition, lack of trust, complaining and "everyone for him/herself" mentality.

Unfortunately, many working environments fit that description. When employees are jealous of each other they try to meddle into each other's business and this is the point where they need to say, MIND YOUR OWN BUSINESS:

Other incivilities

Trust is a major issue these days, particularly in the light of downsizing. High stress levels and the need for people to feel that they belong, are leading to gossip and rumors, both of which can be destructive. Though many people consider gossip an amusing pastime, in reality it is a disruptive and damaging phenomenon.

Most people engage in it, but they don't realize its consequences. Add to this backstabbing, cliques and rudeness, and there is a huge opportunity for organizations to reduce stress and interpersonal friction by addressing these issues.

Workplace headaches

The workplace is full of headaches today. One of the major headaches at workplaces these days are employees who are:

- Not interested in their work or tasks assigned

- The major time wasters
- Backstabbers
- Clever enough to take the credit for the tasks done by others

They can't just put up with the idea of people achieving their tasks efficiently. They try to hinder their work and sometimes they indulge in poor leg pulling techniques. They not only criticize them to their face but also backbite and try to spoil their image in the eyes of their employer or boss.

Working through negative political situations

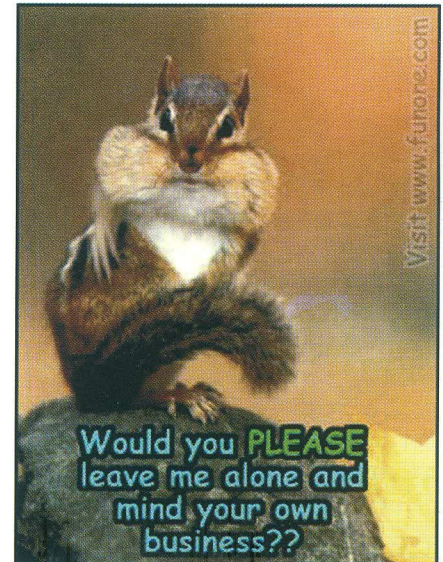
No matter how hard a worker tries to avoid them, negative political situations happen. The key is to not get drawn into them. Such workers can rise above backstabbing by always directing their comments to the person's face and by asking them to do the same.

It's not always possible to avoid negative politics, but it's important to model the kind of politics one would like to receive in return. Some employees are "dead right" in what they do but even then they are fired because they don't play enough politics. These employees should put some effort into positive politics, and their work will always make the grade.

Why employees interfere in their co-employees' tasks

There are a number of reasons that accounts for it. Time wasters usually tend to waste the time of others and meddle in what is not their business. The reasons for this behaviour include:

- Lack of goals/objectives/priorities/planning
- Lack of required skills for crisis management and shifting priorities
- Attempting too much at once / unrealistic time estimates
- Personal disorganization
- Duplication of effort
- Multiple bosses
- Lack of motivation
- Lack of coordination/teamwork
- Inability to say "NO"
- Procrastination/indecision
- Lacking the ability to admire others
- Lots of leisure time
- A poor self-image



Feeling of insecurity, as well as adverse working conditions can foster such kind of time wasters at workplace.

You can take two important and easy steps that will ensure you are in control of your work time. Simply identify and then eliminate those things, which rob you of time on a daily basis.

Characteristics of time wasters

They usually have no goals or preset tasks of their own to pursue and are usually over critical and criticize other employees for no constructive or good reason. They criticize others just for the sake of criticism and do not aim at any improvement but intend to do harm to the image of the other person who is working harder than them.

They don't display any interest in the tasks assigned to them as a result they are not productive and hence they resort to jealousy and tricks.

Effects of meddling / interference on the office environment

Their own productivity suffers because they poke their noses in everybody's business and have no time left to tend to their tasks. Secondly due to their over critical nature the overall office environment and the creativity

of the rest of the employees declines as well.

In case they succeed somehow in persuading their boss into believing that the tasks achieved by an employee are just good for nothing or of no use, this will result in wasting the time of not only that employee but will also lower his morale and hence the overall productivity of the entire team. That employee may even experience burn out due to this and if in case the boss is not vigilant enough he may even fire that employee.

Everyone needs to exercise a certain degree of liberty in doing a job assigned to him/her in his/her own way which he or she thinks fit for that purpose. If a person is deprived of that he/she may not be able to yield something new and novel. This will in turn result in lack of innovative and creative ideas.

Measures to prevent interference and promote an employee friendly environment

Firing these time wasters will not solve the problem once and for all. We need to chalk out and implement strategy to put an end to the problem forever.

- The major time wasters or meddlers should be located in the first place
- No attention should be paid to their useless chitchat
- They should be kept as busy as possible so that they don't find any time to interfere in others' business
- They should be trained in that they realize that in order to lead a life with a purpose they must have a goal rather than interfering in others' business

Office environment should be such that it discourages criticism for the sake of criticism or at least those criticizing others should come up with solid reasons for doing so and give suggestions for improving upon something done by another employee.

An employee should always discuss and float his ideas in the presence of his employer and other colleagues to avoid being deprived of the credit that is his due right. The employee/worker should keep the boss updated about the tasks he/she is working on and the strategy he/she is applying for that so that the boss may guide him/her from time to time.

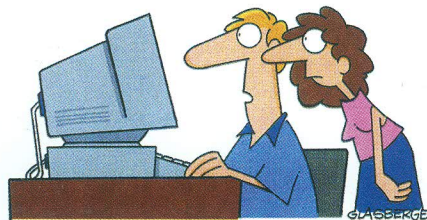
Conclusion

We should be always on guard to avoid being cheated by people who think it their business to interfere. In case they caught us off guard they might harm our performance and hence image. Gossip is a common phenomenon at

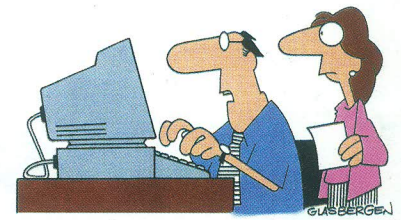
workplaces. Gossip or rumors can unfairly damage someone's reputation at workplace. Many people become the target of workplace gossip. Cliques and rudeness are other problems faced by employees at workplaces. Managers should be concerned about the level of trust their employees have for them. The most important and effective tool that we all must exercise is MYOB.

Sources:

1. www.workopolis.com
2. www.owl.massey.ac.nz/lifestyles_skills/time_management/time_wasters.htm



"The computer says I need to update my brain to be compatible with its new software"



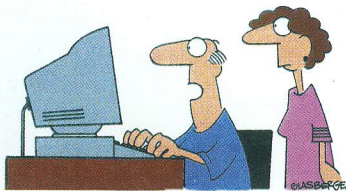
"In this office, everyone is treated with respect and dignity. Thanks God we can still be rude to computers!."



"We don't pay much attention to information security. We're hoping our competitors will steal our ideas and become as unsuccessful as we are."



"How hard can it be to write a novel? All the words you need are in the dictionary. You just have to put them in the right order!"



"Someone got my Social Security number off the internet and stole my identity. Thank God - I hated being me!"



"Funds are tight right now. Instead of a bonus, I'll let you punch me in the arm as hard as you can."



"You are getting sleepier and sleepier. When I count to three, you will become a faster, more reliable computer and you will never freeze or crash..."



"How many people work in my office? About half of them."

RIDDLES

1. What starts with P, ends with E, and has a million letters in it?
2. What is that goes up and down but does not move?
3. Before Mount Everest was discovered, which was the highest mountain on earth?
4. There is one word in the English language that is always pronounced incorrectly. What is it?

1. Post Office
2. Temperature
3. Mount Everest
4. Incorrectly

answers

Akhter Hameed Khan resource center

In recognition of the remarkable achievements of
Late Dr. Akhter Hameed Khan

The Tools of Leadership

by Max Landsberg

The book *The Tools of Leadership* by Max Landsberg presents techniques that help leaders in leading a group, a team or an organization. These techniques can actually be learned and applied.

The central theme of the book is that: Leadership = Vision x Inspiration x Momentum

It presents a refreshing view over the subject and is unique in the sense that it focuses on leadership rather than leaders and on the acquirable skills rather than on purely charisma or checklists.

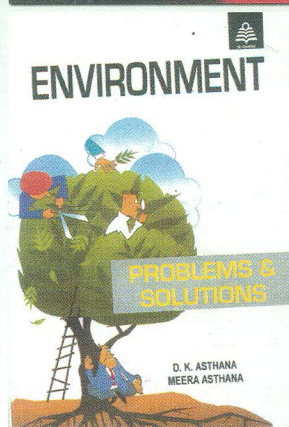
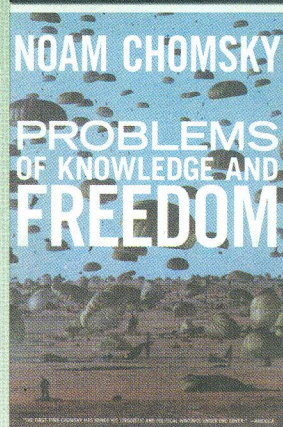
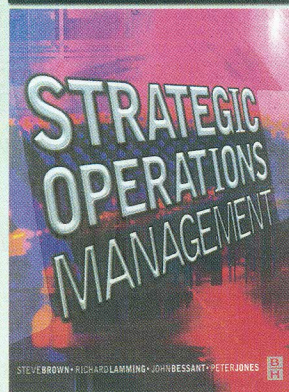
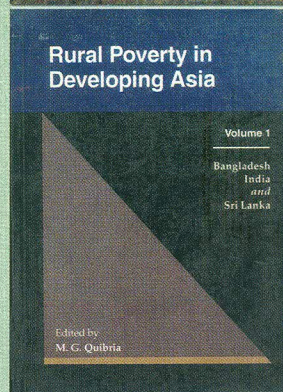
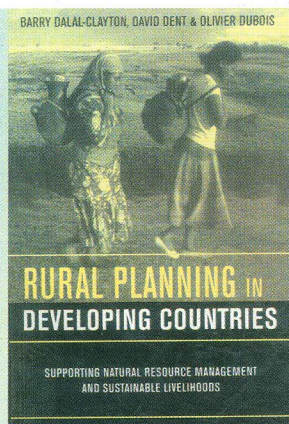
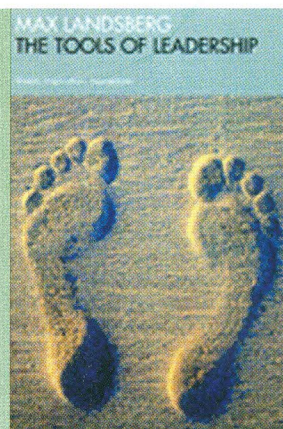
The book is almost drawn on the same lines as the other books of the author. It follows the same format. It consists of three parts; Part 1 explains the central formula in more detail and suggests ways for preparing to lead. Part 2 then devotes three chapters to each component of the formula. Part 3 addresses broader aspects of leadership such as delegation, timing, power, culture and developing ones career as a leader.

Each chapter of the book focuses on a distinct technique for leading and it describes it concisely, and illustrates how to apply it through example. It provides a guideline for working with an existing organization, to energize or strengthen it over time. It is all about how to build vision, inspiration and momentum in the team a leader is leading or managing. In short the author provides practical techniques to help leaders lead their teams.

Max Landsberg offers highly practical advice with his customary insight and humour. This book is a rich and vivid mix of serious theory, witty practice and handy models.

New arrivals at AHK resource center

- **The Tools of Leadership** by Max Landsberg
- **Rural Poverty in Developing Asia** edited by M. G. Quibria
- **Problems of Knowledge and Freedom** by Noam Chomsky
- **Rural Planning in Developing Countries** by Barry Dalal-Clayton, David Dent and Olivier Dubois
- **Strategic Operations Management** by Steve Brown, Richard Lamming, John Bessant and Peter Jones
- **Environment Problems and Solutions** by D. K. Asthana, Meera Asthana
- **Women Versus Man** by Rashida Patel
- **The Seven Deadly Skills of Management** by Ros Jay
- **Beyond the Veil** by Fatima Mernissi
- **Principle – centered Leadership** by Stephen R. Covey
- **Dynamics of Leadership** by Craig M. Watson
- **The New Leaders** by Daniel Goleman, Richard Boyatzis and Annie McKee
- **Working with Communities** by Arif Hassan
- **Performance Appraisals** by Bob Harvard
- **Effective Strategic Leadership** by John Adair
- **Training for Change** by Bishop Tylor
- **Effective Time Management** by John Adair
- **Facilitating Learning** by Spinks Clements



Sources of articles: Articles are produced internally with information from various books, magazines and the internet. This newsletter is provided complimentary to the readers.

Reader's suggestions

will be most welcome. Please write to us at:

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