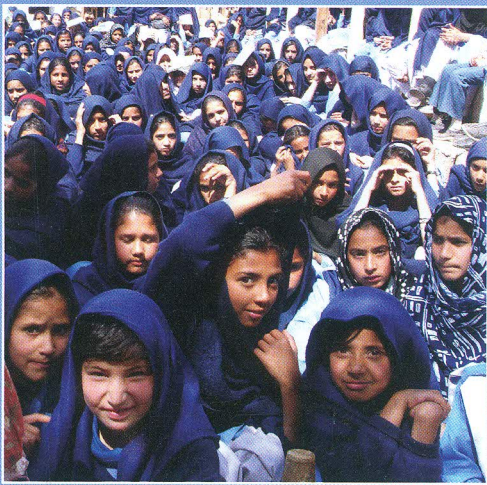


HRDCOMMUNIQUE

Issue : 04 / 06 - 11 Oct - Dec 2006

Resilience to Rise



Smiling faces hide the horrors of 8/10 when 80 bodies of classmates were pulled from the rubble — Govt Girls High School Bagh (Azad Jammu & Kashmir)

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Acknowledgments:

Dr. Rashid Bajwa, Agha Ali Javad, Roomi S. Hayat

Editor: Hadia Nusrat

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Editor's Note



Dear Readers,

We are delighted to resume the publication of HRD Communiqué after a gap of almost two years.

Our first issue is primarily focused on the multi-dimensional efforts of recovery and reconstruction that are underway in the serene northern valleys of Pakistan which were devastated by a catastrophic earthquake in October 2005.

In the aftermath of the worst natural calamity to have hit the country, NRSP-IRM geared into action to partner in one of the largest relief operations that the country has ever seen. In view of the immediate need for human resource development and in line with its mandate, the organization imparted skills to staff and development practitioners to enable them to work efficiently and effectively in stressful disaster situations. At the same time, community members were equipped with skills to survive physical, financial and psychological losses caused by the disaster.

Although it was not an easy task to have put in place training plans on a short notice, NRSP-IRM was able to cover wide-ranging subjects that were relevant to relief, recovery and reconstruction phases in the earthquake-affected areas. The organization immediately trained 1042 community volunteers to provide paramedic attention to thousands of injured in the affected areas where

public health delivery system had completely collapsed. Moreover, these volunteers were given necessary skills to pre-empt and prevent the outbreak of winter-related diseases and epidemics.

Reviving education to bring normalcy to the lives of children and engaging them in educational activities was logical, but it was an arduous challenge, as children, teachers and parents were traumatized by memories of the fateful day that devoured more than 30,000 children in schools. All needed expert handling to enable them to overcome the trauma, encouraging them to resume life. NRSP-IRM, therefore, invested much time on psycho-social care of communities to rebuild their confidence.

Equally important was the organization's work with women, particularly the households headed by women, imparting basic livelihood trainings to them in a bid to allow them to become productive members of the society. NRSP-IRM along with hundreds of other organizations could not have accomplished much without the resilience of the affected communities. The earthquake brought ruination to vast areas but what it could not break was the will of the steadfast people who quickly garnered energies to rise from the rubble.

We would like to thank our readers for their patience with the lapse in publication and welcome any comments and recommendations for its improvement.

An Injection of Health & Hope

October 8th is an unforgettable day in the history of Pakistan; it brings haunting memories for the survivors of the earthquake as they helplessly watched their loved ones perish under crumbling structures that were once safe havens. An immediate and urgent need was to treat injuries, but the advent of winter, lack of hygiene awareness and deteriorating sanitation conditions in the tented camps was resulting in outbreak of diseases like acute respiratory tract infections, cholera and skin ailments. Abating such epidemic outbreaks and

the provision of health care was the most urgent call for volunteers and humanitarian organizations.

UNICEF and NRSP forged forces for this specific purpose to resurrect health facilities and train capable and willing community members to take on the role of paramedics after completing a fast paced, rigorous training for community health workers. For this purpose NRSP established its third regional office at Muzaffarabad to work along with the offices in Bagh and Rawalakot to select these young volunteers to become CHWs.

UNICEF had a special interest in meeting the maternal and child health demands which according to the projections made by United Nation Family Planning Association (UNFPA), would constitute a “Maternal Emergency”. Almost 17,000 women in the earthquake affected areas of Pakistan were expecting to give birth in the two months following the earthquake, 1,200 of whom were likely to face major complications and about 400 would require surgical assistance. Newly born and thousands of young children were facing a fatal threat due to the intimidating cold, disease and malnutrition.

The project aimed at training 1000 Community Health Workers (CHWs) to revive health infrastructure by rebuilding human resource of paramedics that had perished in the earthquake. Moreover, six new field health clinics run by NRSP were also established.

A rigorous training schedule was devised, with back to back trainings and field attachments for the 1000 plus young men and women nominated by the communities of Rawalakot, Bagh and Muzaffarabad. As these young enthusiasts had no prior experience in medicine or community work, NRSP-IRM and UNICEF worked closely with community health training experts to design modules with all the essential community emergency health components yet keeping it free of technical jargon so that the information and training could be utilized immediately.



Country representative of UNICEF Omer Abdi and Roomi S. Hayat, Director NRSP - Institute of Rural Management at certificate distribution ceremony of Community Health Workers

The training was largely conducted in Rawalpindi and Rawalakot in AJK, commencing in December and ending in May 2006. In this three-step training process, batches of trainees underwent 5-day intensive theoretical training followed by a month-long field attachment for practical experience before returning for their refresher and graduation. Despite the gloom of the earthquake the trainees found ways of making their education and excursion as fruitful and entertaining as possible. All sessions were conducted by professional resource persons, who had experience in community health worker training, national programme for family planning and family health care.

The training covered a variety of medical and social care themes: nutrition, hygiene, sanitation and prevention of communicable diseases caused due to winter and hygiene-related factors. Participants were trained with basic first aid skills to handle emergency situations. They were also taught motivational skills to address the psychological needs of victims. Trainee CHWs could manage the treatment for any injury or sudden illness before the arrival of ambulance or a doctor.

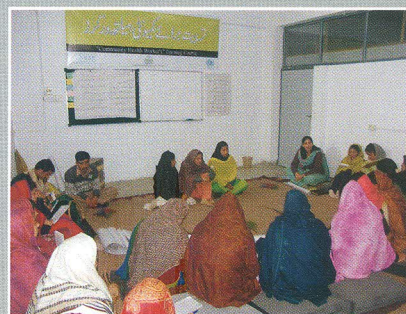
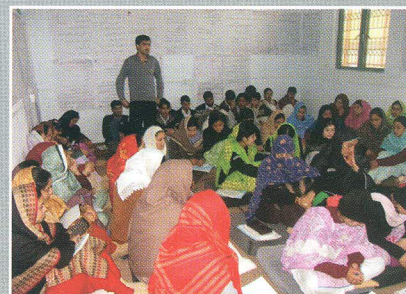
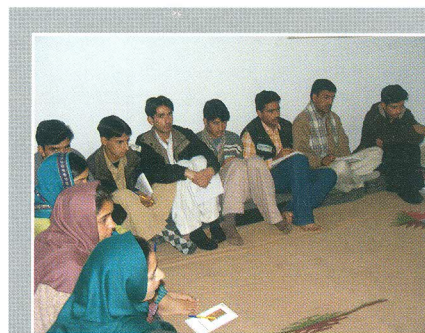
Prevention was central to this training.

Primary health care and family planning guidelines enabled the trainees to learn ways to reduce pre- and post-delivery health complications that may lead to infant and maternal mortality as well as morbidity. The training also imparted skills on how to prevent malnutrition among people of all ages.

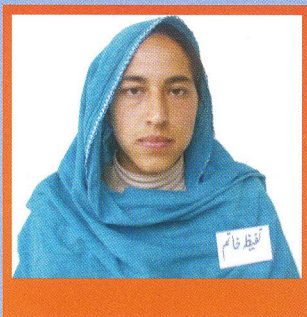
The entire graduating class of 1042 CHWs and their supervisors, consisting of 70% females and 30% males, were immediately placed in the field for essential medical services in their communities. As a monitoring tier NRSP placed three district health

The need of the hour was a quick resurrection of health facilities to heal, help and boost the morale of the affected communities.

coordinators assigned to oversee 42 Supervisors who in turn monitored, aided and guided the 1000 CHWs under them, ensuring complete documentation of patients treated, referred to hospitals and door-to-door visits undertaken.



A year down the road after the state of emergency has relaxed; many trainees still continue their services. The training channeled the energies of the youth in a positive and productive way, above all bringing the realization that even when all is lost hope should remain alive.



Simple Guidance Changes Lives

Nafeeza Khanam, 21, of Rawalakot participated in the CHW training. "I discovered that simple changes in hygiene and health practice can change the health condition of communities and that I can make a difference in peoples lives - they now drink boiled water and take care of their personal hygiene."

She is working in the local health centre and is helping people with their problems. She has successfully handled delivery cases in her village which is evidence of the community's confidence in her abilities as childbirth is usually handled by older married women.

Reviving Education in AJK

I asked my 7-year old sister “Do you like your school?” and she launches into profuse descriptions about the beautiful building, the nice teachers and the games and fun she shares with her classmates. However, children in AJK shudder at the thought of school as it brings back visions of death, destruction and confusion.

After the initial frenzy of relief and rescue, to help traumatized children normalize their lives and restart their disrupted education, NRSP in collaboration with Rural Support Programmes Network and USAID began a reviving of education project in close coordination with the Provincial/District Departments of Education in AJK, to rehabilitate 114 government schools that had been badly damaged or had collapsed.

Since children had become petrified of sitting under concrete roofs, tents and temporary shelters were provided.

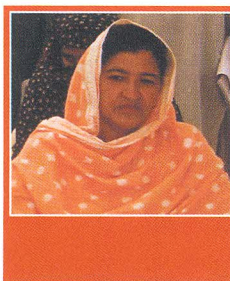


Sidra Arif of grade 10, is studying in Govt. Girls High School, Sethi Bagh Muzaffarabad.

She is happy to return to a safe tent school where there is no fear of falling debris. “My parents were scared to send me to the crumbling school building. We had moved away to Rawalpindi but I missed my friends and school a lot. Now our school is better than before, we feel safe and are not scared of after shocks anymore”.

The project ensured that schools were provided basic equipment, latrines, furniture and teachers’ aids. Students also received colourful school bags with stationary, crayons, notebooks etc. Best of all each school got a mini library with wonderfully illustrated story books that motivated, entertained and inspired both teachers and students.

The project made sure that once restarted in this way, these schools should continue to do so with the full participation of parents, teachers and



Razia, now a trained SMC member for Govt. Girls Middle School, Dhokan,

Bagh, has high stakes in ensuring her school runs well. “My three daughters and five nephews study in this school. We are lucky that we have not just received much needed furniture, library books, student and teacher kits but also training to make sure all these material is used for quality education for our children.”

government education officials. To sustain quality maintenance of these provisions, NRSP-IRM developed training for School Management Committees (SMCs) that are parent-teacher bodies who monitor school affairs. They ensured teachers’ attendance, compliance to a child friendly teaching methodology, trauma counseling, school management and upkeep, enhancing enrollment and reducing drop-outs.

Working under the precept, “rebuild better than before”, teachers were given training in “joyful learning”; a teaching methodology that is playful, interactive and entertaining both for students and teachers. Even experienced teachers were touched by the innovative ways of teaching children, something they were not aware of or accustomed to.

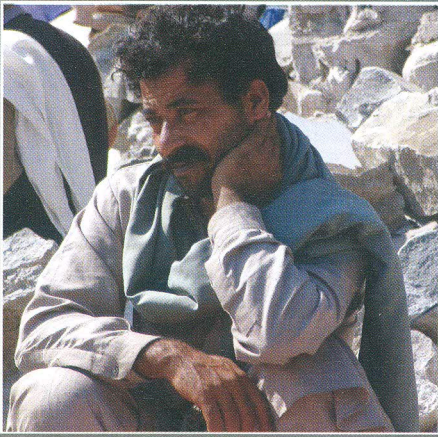


Syeda Zubaida Begum of Rawalakot is a teacher at Govt. Girls High School Mohri Farman

Shah for the past 6 years. Since the earthquake she and her family live in a tent provided by NRSP. “Training on joyful learning and child friendly methods has simply changed my attitude. It has injected an element of dedication in my veins.”

Building human resource has been a rewarding and challenging task for NRSP-IRM in the reviving of education in earthquake affected areas. However, trauma and fear of another devastating earthquake due to the aftershocks seemed like the most overbearing hurdle faced by trainers and trainees. “A slight tremor would create panic in the training hall, disrupting the concentration and bringing back memories of that fateful day”, says George Chughtai, training coordinator from NRSP-IRM.

Nevertheless, with the completion of the project NRSP-IRM looks back at a great learning experience and with a feeling of satisfaction for having helped people in dire need and equipping them with necessary skills.



Psycho Social Care

Paying Attention to the Bodies and Minds of Earthquake Affectees

A year after the most devastating earthquake to hit Pakistan, the recovery of physical and economic infrastructure has been measurably swift, however the psycho-social rehabilitation of the affected population remains little understood due to its less obvious but more complex nature. The rebuilding of people's confidence in their environment and in themselves is not only crucial and difficult, but also time consuming, requiring patience, expertise and resource allocation. Without this all other efforts to restore normality may well fail.

Social organizers working with communities prior to the earthquake have felt that the provision of medical and relief supplies in response to the disaster has created a dependency syndrome. People now expect hand-outs rather than putting an effort to bring normality to their lives through their own indigenous efforts.

According to the world-renowned child psychiatrist and Nobel Prize Nominee, Dr. Anica Kos of Slovenia, this dependency syndrome is a natural outcome of the relief phase. Drawing from her vast experience of working with children in the war-affected areas of Bosnia, Iraq and Beslan, she suggests that this dependency can be overcome with a systematic and structured plan of engaging communities to set achievable goals

for rebuilding their confidence. In her interaction with school children, teachers and parents in AJK, she stresses that it is natural to worry about another big earthquake, but this fear retards the recovery process. Fear can be overcome if people remind themselves and each other that the worst is over and that they are moving towards a safer time with a greater understanding of disaster preparedness, mitigation and management.



Fear can be overcome if people remind themselves and each other that the worst is over

Nobel Prize Nominee, Dr. Anica Kos of Slovenia

Several organizations like NRSP, Action Aid Pakistan, Care International, Doctors without Borders/Médecins Sans Frontières (MSF), Church World Services, SUNGI, Pakistan Red Crescent Society and Rozan have provided psycho-social care (PSC) in order to facilitate long term recovery of the affected population.

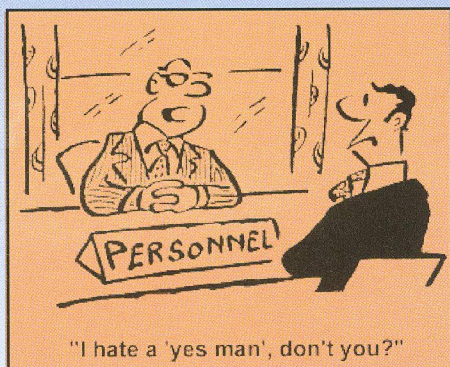
'PSC is a fairly new concept in the context of Pakistan', states Hameed Ullah Khan, Project Coordinator, Psycho-Social Interventions Program at Rozan. He further elucidates that 'in order to deal with the psychological disorders amongst survivors, especially

women and children, Rozan had trained groups of volunteers who then conducted de-briefing sessions at disaster hit areas as well as at various hospitals of Rawalpindi and Islamabad'. While debriefing sessions help to cope with the shattering experiences of the disaster; one needs to ensure that such screenings are conducted in the presence of professional care providers.

Realizing the need and importance of counselling to care givers, Rozan has conducted sessions on stress management for relief workers with the aim at improving their mental and emotional health. Despite the initial lack of attention, Hameedullah Khan remains optimistic about the future of PSC in Pakistan. When asked to share the impact of the PSC interventions, he confidently replied that there has been improvement; however, there is a dire need to train more professionals to help survivors overcome their trauma. He concludes by saying that the basis for psycho-social care lies in general public's preparedness to deal with disasters.

NRSP's social organizers working in AJK share their own experiences of trauma, stress and guilt in the midst of suffering, pain and deprivation on such a large-scale. From her interaction with SRSP and NRSP social organisers, Dr. Anica Kos cautions that without psychological support, trauma screenings can lead to re-traumatization of the survivors. Therefore, great thought and planning are needed for PSC interventions that include counselling for care providers since they tend to internalize the suffering of the people they are trying to help.

What Makes a →



“Teams share the burden and divide the grief”

Doug Smith

Don't reward the performance of individuals and then complain that your staff is not working as a team.

Don't make a decision first and then ask people for their input as if their feedback mattered.

Do ask people for their opinions and ideas and give feedback about whether the idea was considered.

Do address behavior and actions of people that are inconsistent with organizational policies.

“No one can whistle a symphony. It takes an orchestra to play it.”

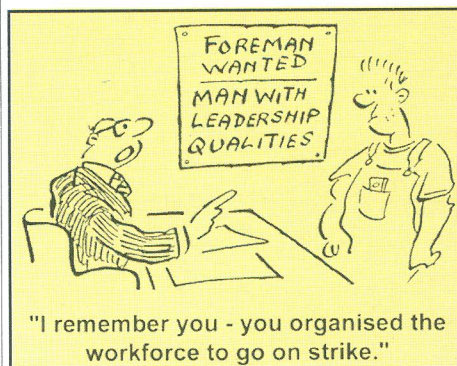
H.E. Luccock

Don't rebuke everybody at company meetings when it's only a few people who are breaking the rules.

Don't make up new rules for everyone to follow as a means to address the failings of a few.



Do ask employees to change the way they are doing something by providing a picture of what you are attempting to accomplish with the change.



Don't let non-conformance go on until you are out of patience; then ambush the next offender with a disciplinary action.

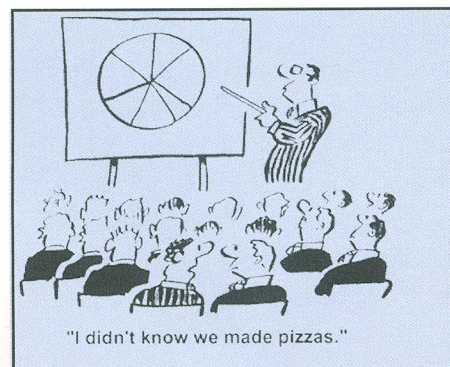
Do have enough policies so that employees don't feel as if they reside in a free-for-all environment of favoritism.

Do create standards and give people clear expectations so that they know what they're supposed to do.

Don't add another level of hierarchy because people aren't doing what you want them to do.

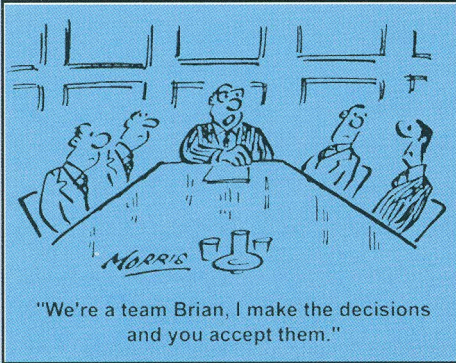
“The nice thing about teamwork is that you always have others on your side”

Margaret Carty



Do remove hierarchical steps that block the free exchange of ideas and suggestions for improvement.

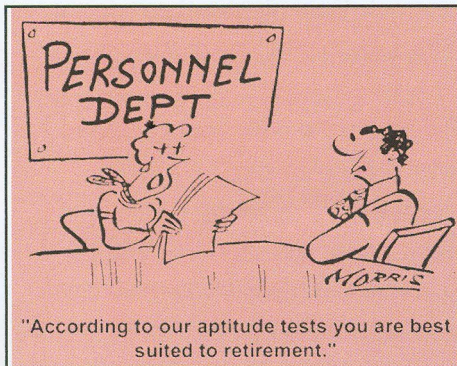
Great Team?



Don't create policies for every contingency, thus allowing little latitude in addressing individual employee needs.

"Without forgiveness there can be no real freedom to act within a group"

Max Depree

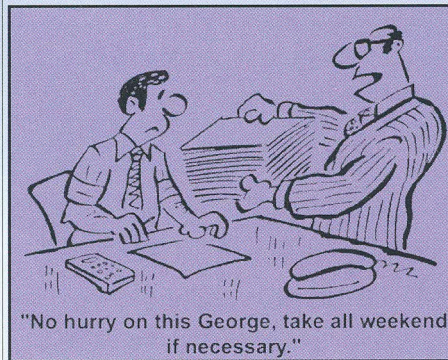


Do recognize that learning occurs most frequently in failure and everything does not happen perfectly the first time.

Don't make every task a priority. People

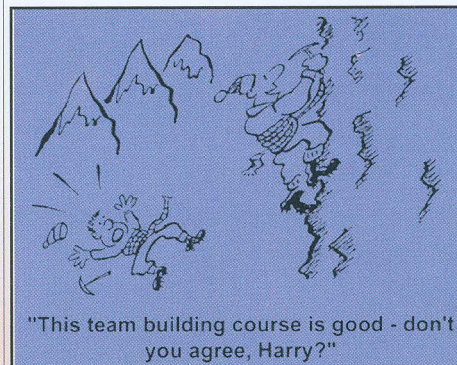
will soon believe there are no priorities and will feel as if they never accomplish a complete task.

Don't withhold information and let a person fail, when what you had known would have helped him make a different decision.



"It is amazing what can be accomplished when nobody cares about who gets the credit"

Robert Yates



Source: www.businesscartoons.co.uk

"The essence of a team is the genuine understanding that none of us is as smart as all of us."

"High Five" by Ken Blanchard and Sheldon Bowles

Teamwork allows the achievement of goals far beyond a single person's ability. But a powerful team requires equally powerful motivation for people to put the good of the group ahead of their own self interest. Here are some practical dos and don'ts as well as some words of wisdom from the mouths of successful team players.

Lessons Learned...

The Way Forward after the Earthquake



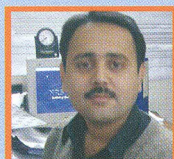
"Social mobilization is the right way to engage affected communities"

Ghias M. Khan
Manager
Special Projects-RSPN



"Gender disaggregated data should be maintained"

Mubashara Atif
PM, SSS & Gender & Development



"A manual on custom procedures should be in place"

Tahir Khan
Programme Officer
HRIS - IRM



"Comprehensive data collection tools are critical"

Tahir Waqar
Programme Manager
Monitoring - NRSP



"Women SOs are needed for handling women affectees"

Kishwar Sultana
Social Organizer - Bagh



"Disaster management training for volunteers is needed"

Zahoor Hussain Khan
RGM-Bahawalpur-NRSP
Volunteering at
Muzaffarabad

Never faced with a national disaster of such magnitude, organizations such as NRSP were keen to evaluate the situation and glean valuable lessons from it. The point of such an exercise was to chart roadmaps with clear systems and mechanisms for meeting the challenges of the reconstruction and rehabilitation (R&R) phase. NRSP especially conducted a two-day evaluation workshop in March in preparation for an intensive R&R phase to be funded by Pakistan Poverty Alleviation Fund (PPAF).

The workshop aimed to bring a distillation of learning from the frontline of NRSP's vast experience. The aim was also to manage the multifaceted logistical, financial, social, cultural and infrastructural dimensions of R&R. This was to feed into a national level, government-organized stakeholder workshop, where Chief Executive Officer Dr. Rashid Bajwa would represent NRSP.

A unanimous observation at the workshop was that policy level changes should have been made to accommodate the unusual crisis. For example, the customs policy did not accommodate the large influx of relief goods for NGOs and INGOs. These invariably remained tangled in red tape and trapped at ports awaiting customs clearance.

The police department too was unprepared to make procedural changes to their standard operations in the earthquake affected areas.

Operations furthermore were hampered by their usual non-cooperative attitude. They also lacked initiative and policy guidance in enforcing the law, giving rise to grotesque breaches in the law and order situation.

In order to ascertain who the local, displaced and migrated people were at this time of crisis for granting of the government compensations of Rs. 25,000 to affected households, access to accurate information was vital. Unfortunately, this information was largely in the control of the patwari (land steward) and government line departments who were clearly reluctant about sharing it with civil society organizations. As a result gross miscalculations were made in allocating compensation, excluding those who were truly deserving.

The entire process became over politicized and tempers raged when protests were held by those who were wrongly excluded. In the workshop, NRSP field staff felt that bad management of information would continue to plague the process of future compensations in the R&R phase, as records are now incorrect and do not reflect the true victims of this crisis.

The role of the army, though helpful when it came to supplying heavy machinery for removing rubble, was authoritarian and interfered with the operations of NGOs involved in relief. Moreover, limited presence of line agencies and haphazard decision making by the local civil administration also created hurdles. The lack of disaster management skills amongst relief organizations further led to mismanagement of relief, available resources, duplication in efforts and chaos in the days following the disaster.

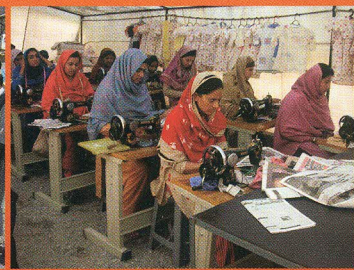
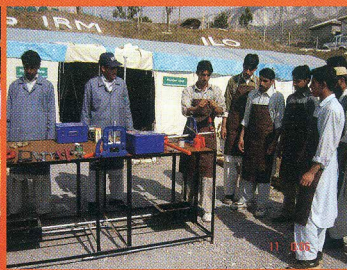
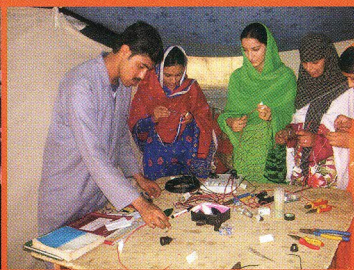
The workshop participants drafted a set of recommendations for submission to the government during the forum. Here are some of them.

- Sales tax should be exempted from the rehabilitation and reconstruction materials used for the R&R phase.
- The process of opening bank accounts must be simplified for the disaster-affected areas.
- No additional tax/duty should be levied during R&R phase for vehicles and other logistic arrangements.
- To overcome the bottleneck of quick access to accurate information, the government should introduce innovative packages for internet facilities in AJK.
- Government approved designs of earthquake safe houses must be self-explanatory with no hidden costs.
- Government should ensure ample supply of construction material for R&R at controlled rates.
- The roads and highway system should be improved for flow of constructional material, machinery and other necessary items for R&R.
- Government decisions must be publicly announced and available to eradicate ambiguities.
- Government geological reports should be publicized to help relieve fear and confusion amongst residents of AJK.
- There is a need for clear instructions and mechanisms for the proper handover of public sector buildings (schools, hospitals, BHUs, etc.) before and after reconstruction or repairing by NGOs.
- Due to death and disability among public sector employees, there is a dire need to fill these vacancies in a transparent way so that the state departments return to their normal function.
- There is a need to establish institutions for the restoration of mental and physical health of affected community members.
- Establishment of a district-level Earthquake Reconstruction and Rehabilitation Authority (ERRA) offices for better communication and monitoring of the R&R phase needs to take place.
- The electronic and print media should raise awareness about the eligibility criteria of beneficiaries for R&R compensations and should also be a means of hope and courage for the affectees.
- Special projects need to be designed for the economic rehabilitation of women-headed households on a priority basis.
- Rehabilitation of the livestock sector needs to take place by introducing Livestock Management projects for income generation.
- Since deforestation is likely to happen during the R&R phase, it is recommended that wood be imported or donated along with relief goods. Forests must be rehabilitated by forestation campaigns.
- There must be quality assurance of constructional material and an effective and transparent check and balance system should be designed that includes legal protection against exploitation.
- The supply of electricity must be assured for a wide range of R & R activities.
- To promote economic activities and to ensure a regular supply of constructional materials, various small scale businesses can be promoted through training, micro credit and/or small grants with tax exemptions.
- There should be facilities for soil testing and guidance in the selection of sites for the construction of new homes.
- Organizations with vast outreach like NRSP should be involved in baseline surveys, registration and assessment of vulnerable houses.

This comprehensive set of recommendations reflected the rigour and vigour of the NRSP field staff that had worked in tireless shifts, eager to help the proud communities of Azad Kashmir in rebuilding their lives.



Vocational Skills Applauded by British First Lady



The timely visit of Cherie Blair, wife of the British Prime Minister, helped draw the world's attention to the plight of the earthquake survivors of AJK. It was a pleasant spring morning on the 12 April when Mrs. Blair flew to the earthquake hit zone of Muzaffarabad to visit the NRSP-IRM Vocational Technical Educational Center (VTEC). She was received by the excited VTEC team. Present at the occasion was director NRSP-IRM, Roomi S. Hayat, to brief her about the organization's extensive work in the affected area.

NRSP's VTEC is funded by the International Labour Organization (ILO), for the enhancement of employable skills of the earthquake affectees. Operative since January 2006, over a thousand men and women have been trained. Many of them found immediate employment after being trained at the centre in various market-worthy skills, including masonry, carpentry, household electrical works, plumbing and home appliance repair. Women have been drawn to courses offered in tailoring and papier mache craftsmanship, an ancient Kashmiri art. More recently,

"It's good to see that we have some determined people here and they are determined to put lives together and make things even better"

younger female trainees have also enrolled in household appliance repair and home electrical wiring courses, a diversification into non-traditional areas of work for women. This is a reflection of how the resilient people of Kashmir with availability of training resources have risen from the disadvantage created by the earthquake into a positive turning point in their behaviours, lives and culture.

Mrs. Blair visited each tented training hall and was impressed by the range of skills training offered and the enthusiasm of students acquiring them. She admired the finesse of handiwork

of each of the papier mache artifacts made by women trainees. The British First Lady appreciated the resilience and courage of the people hit by the worst ever natural disaster. "It's good to see that we have some determined people here and they are determined to put lives together and make things even better", she said.

The purpose of her 6-day visit to this region was to raise funds for cancer patients and survivors of the massive earthquake, with an emphasis on women's empowerment for their better health. "One of the reasons that I came on breast cancer (awareness) visit to Pakistan was about women empowerment. And of course what we are seeing here too is also another example of women empowerment".

With the heightened interest shown by the British government in raising funds for the earthquake affectees, Mrs. Blair affirmed that the efforts to rebuild better than before is clearly visible in the programmes of human resource development as seen in the vocational centers of Azad Jammu and Kashmir.

Academics

The Future of HRD

The Akhtar Hameed Khan Resource Center (AHKRC) was established in 2000 to honor the late Mr. Akhtar Hameed Khan, who was not only an outstanding social scientist and development practitioner, but also the pioneer of participatory development in Pakistan.

The Academics Section draws its support from the AHK resource centre. The section was established with the aim of capacity building and the furthering of qualifications of professionals. The diploma programmes initiated by the Academics Section improve employment prospects for students specifically in civil society organizations. These diplomas are recognized by all ten of the Rural Support Programmes (RSPs) throughout Pakistan, which employ hundreds of development professionals.

Mr. Karam Elahi, Coordinator-AHKRC sheds some light on the Academics section.

How do you interpret NRSP-IRM as an organization?

NRSP-IRM has consolidated its status as Pakistan's leading training institute in the non-profit sector, working for poverty reduction through skill augmentation and capacity building at grass root levels. For us, the development of human resources is the central point in bringing about qualitative improvements in national life.

What are the aims of the Academics Section?

It was in the light of this guiding principle that in 2003, NRSP-IRM spread out from skill enhancement to academics. We began with an

Executive Diploma in English Language Proficiency, which was designed for professionals for their interpersonal communication skills enhancement and the furtherance of their professional prospects.

Five courses have been held and over a hundred students have successfully completed them. All have acknowledged the improvement that the course has brought about in their knowledge and confidence.

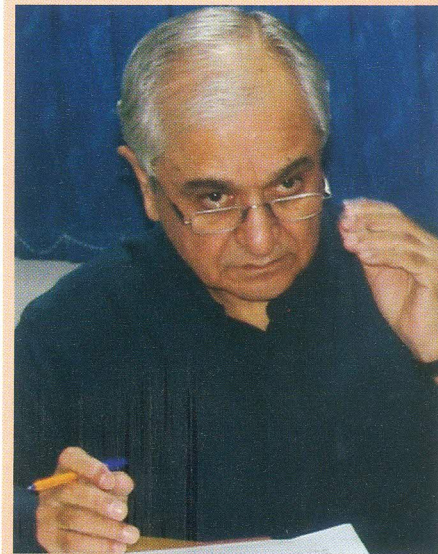
Are there other diploma programmes run by IRM?

In 2005, NRSP-IRM also conducted PGD courses in HRM and NGO Leadership and Management. The modules for HRM included HR Planning; Recruitment Process; HRD; Compensation Management; HR Appraisal and Labour Laws. The other course included NGO Leadership, Development and Social Change; Management and Systems; NGO Capacity Building; Financial Resource Management; Policy Development and Advocacy and Inter organizational Relations. These too proved very popular.

What are the recent activities of Academics?

The successful outcome of these programmes opened up opportunities for IRM to seek linkages with universities of repute for joint diploma and degree courses. At the moment, we are in contact with four national

universities and hope to start, in addition to the PGDs, a Post Graduate Degree Programme in Poverty Studies as well.



Karam Elahi has served at senior positions of the foreign office with a tenure as ambassador to Oman and High Commissioner to Bangladesh. He also occasionally lectures at the Foreign Office Academy. Presently he is coordinator of AHKRC and the Academics Programme.

The expansion of the Academics Programme has luckily also coincided with the upgradation and modernization of the Akhtar Hameed Khan Resource Centre, which is currently underway with support from DFID and RSPN. AHKRC will provide vital resource backup support to the Academics Programme of NRSP-IRM.

What are its future plans?

NRSP-IRM plans to expand its Academics activities in line with Pakistan's growing need for development professionals to push forward the national thrust for poverty alleviation.

Akhter Hameed Khan

Resource Center

This ground-breaking work sheds new light on the status, conflicts, and social realities of educated Muslim women in Pakistan. Six candid interviews introduce the reader to a class of professional Muslim women rarely, if ever, acknowledged in the west.

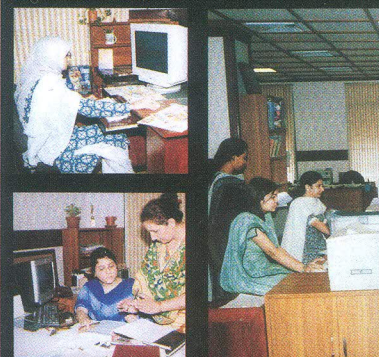
These women describe the conflicts and compromises with the family, kin, and community, while facing violence, archaic marriage rules, and locally entrenched codes of conduct. With brave eloquence, they speak of human dignity and gender equality, economic deprivation and social justice, and of feminism and fundamentalism. Challenging prevalent stereotypes, "No Shame for the Sun" reveals the uniqueness of each woman,

and diversity of Pakistani Muslim women's life experiences, their world views, and the struggles to change their society. Each chapter explores a particular woman's life experiences and her attempts to reconcile her career with her personal life, providing examples of ways of resolving religious, cultural, and political conflicts.

Carefully detailed and meticulously researched, this book gives us a much needed perspective to reflect on the changing circumstances of professional Pakistani women, as well as on the established patterns and structural constraints within Pakistan. On the broader level, it examines western misconceptions regarding Islam, a religion that crosses many cultures.

NO SHAME FOR THE SUN

Lives of Professional Pakistani Women



SHAHLA HAERI

OXFORD

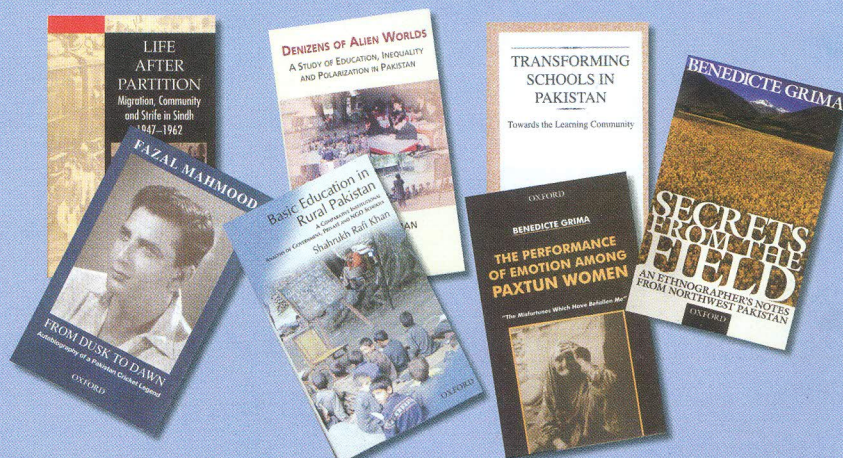
"No Shame for the Sun"

Lives of Professional Pakistani women

By Shahla Haeri

New Arrivals in Akhter Hameed Khan Resource Center

- **"The Performance of Emotion among Paxtun Women"**
by Benedicte Grima
- **"Secrets from the fields"**
by Benedicte Grima
- **"Transforming schools in Pakistan"**
Edited by John Retallick and Iffat Farah
- **"Basic education in Rural Pakistan"**
by Shahrukh Rafi Khan
- **"Denizens of Alien Worlds"**
by Tariq Rahman
- **"From Dusk to Dawn"**
by Fazal Mehmood
- **"Life after Partition"**
by Sarah Ansari



Sources of Articles: Articles are produced internally with research from various books, magazines and internet. Cartoons in this edition are courtesy www.businesscartoons.co.uk

This newsletter is provided complementary to the readers.

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

NRSP - Institute of Rural Management

6 - St.56, F-6/4, Islamabad

or **Email:** info@irm.edu.pk

For more information **Call:** +92-51-2822752, 2822792, **Fax:** +92-51-2823335

or visit our **Website:** www.irm.edu.pk