

# HRD COMMUNIQUÉ

## newsletter

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**NRSP**

Institute of Rural Management

**AHK**

Resource Center

**RSPN**

Rural Support Programmes Network

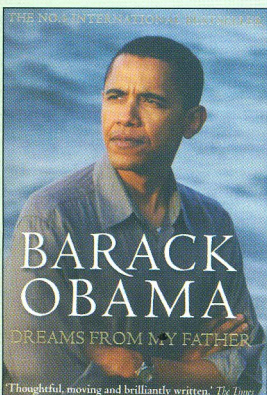
National Rural Support Programme - Pakistan

Institute of Rural Management

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### Book Review

"Dreams from my father" is a master piece of Barack Obama which reveals the life of a young man who is asking big questions about identity and belonging....

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## Exposure Visit to Jordan

Women's Leadership Programme (WLP) is an initiative of NRSP-Institute of Rural Management and Rural Support Programmes Network. The aim of the programme is to equip the women professionals of different RSPs with the traits to obtain leadership



Participants of WLP and women leaders of Jordanian upper house

positions in their respective organizations. The International Exposure Visit was the concluding phase of the programme. The visit was arranged to provide women with an opportunity to learn about foreign cultures and women leaders.

The main objective of the international visit is to expose the participants to the different cultures and working environments so as to let them understand different civilizations and engaging them to dialogue with the distinguished women of different countries which inculcates confidence among them and to observe leadership and managerial skills of successful women leaders.

Jordan is an Arab country in Southwest Asia spanning the southern part of the Syrian Desert down to the Gulf of Aqaba. It shares borders with Syria to the north, Iraq to the north-east, Israel and the Palestinian territories to the west, and Saudi Arabia to the east and south. It also shares control of the Dead Sea with Israel, and the coastline of the Gulf of Aqaba with Israel, Saudi Arabia, and Egypt. Much of Jordan is consists of vast desert, particularly the Arabian Desert; however the north-western area, with the sacred Jordan River, is regarded as part of the Fertile Crescent. The capital city of Amman is in the north-west.... Continued on page 4

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# How to Formulate Research Question through Reading Research Activity Method

A two day training workshop on “How to formulate Research Question through Reading Research Activity Method” was arranged by Akhter Hameed Khan Resource Center here at IRM on January 9-10, 2009. The workshop was designed for the students of Mphil & PhD. The Objective of the workshop was to promote understanding on formulating the research questions. Workshop addressed issues relating to making research design, adopting research strategy, analyzing the collected data and reporting the research findings.

The workshop was attended by the students and faculty members from different universities of Islamabad including International Islamic University, National University of Modern Languages, Allama Iqbal Open University, Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, professionals from Uffaq Technologies, ÉLAN Partners Consultancy Firm, Federal Directorate of Education and Institute of Rural Management.

The training workshop was conducted by Prof. Khadim Hussain from Bahria University, Islamabad. He holds a PhD in Sociolinguistics and has scores of international publications on language, culture, socio-political institutionalization, security and Islamic radicalization to his credit. He regularly writes for the daily Dawn Karachi, Pakistan. The development of Critical Thinking and Critical Disclosure Analysis are the two areas he has been regularly working on. Khadim Hussain has been engaged in educational, socio-political and



Participatory Workshop on Reading Research Activity Method

development activism for the last 20 years.

The workshop consisted of four sessions in all. In the first session, the resource person discussed the key issues relating to research such as observation, critical thinking, and objectivity, multidimensionality of reality and importance of evidence in the research. Mr. Khadim effectively involved the participants by adopting a participatory approach to the session and asked them individually to share their views. The session consisted of an activity in which participants were asked to share some of their personal and general stereotypes. The purpose was to make them aware of the significance of objectivity in research by negating the perceptions and adopting a rational approach in research.

The second day of the workshop consisted of three sessions and activities were designed to clear the critical concepts related to research. The participants were divided into different groups and were asked to critically analyze a newspaper article of their interest in terms of evidence, facts, and authenticity of arguments. Later on the groups cross-questioned each other about their findings and finally developed an alternate hypothesis. Further Mr. Hussain discussed the components of research report and both the groups developed research proposals. In the last session the groups gave presentation on their research proposal.

Mr. Roomi S. Hayat, Executive Director NRSP-IRM while concluding the two day workshop supported the idea of holding such workshops on regular basis and stated that IRM is willing to provide a platform to the researchers. The Executive Director distributed certificates among the participants.





# How to Formulate Research Question through Reading Research Activity Method

## So you want a day off...

So you want a day off? Let's take a look at what you are asking for!

There are 365 days this year.

There are 52 weeks per year in which you already have 2 days off per week, leaving 261 days available for work.

Since you spend 16 hours each day away from work, you have used up 170 days, leaving only 91 days available.

You spend 30 minutes each day on coffee break. That accounts for 23 days each year, leaving only 68 days available.

With a one hour lunch period each day, you have used up another 46 days, leaving only 22 days available for work.

You normally spend 2 days per year on sick leave. This leaves you only 20 days available for work.

We are off for 5 holidays per year, so your available working time is down to 15 days.

We generously give you 14 days vacation per year which leaves only one day available for work and I'll be damned if you're going to take that day off!

## Participants Feedback:

**Gulnaz Sheikh (Manager Marketing, Élan Partners Consultancy Firm)** was of the view that research is limited in our part of the world and there is a need to put some extra work in this area. Such workshops bring together like minded people and provide an opportunity to share the knowledge. She added that the workshop was effective in breaking many existing perceptions and stereotypes which is important for a researcher in bringing rationality in research.



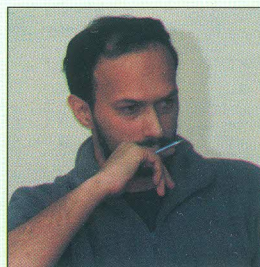
**Khizar Iqbal (Senior Technology Consultant, Uffaq Technology)** said that he learnt a lot from the seminar especially critical reading, research format and observation techniques were his major leanings. He suggested that AHKRC should form a research group of the workshop participants and hold such events every month.



**Tayyaba Khan (Management Development Programme, NRSP-IRM)** said "The workshop was extremely knowledgeable as it provided practical application of the course along with the premise. We were taught to analyze things critically in order to get rid of the stereotypical perceptions, which are extremely relevant to how we see things in our everyday lives." She further stated that "We got a chance to study the research work of different authors and critically analyze their strengths and weaknesses. We learned to devise an accurate research method that will prove to be very handy in the future."



**Usman Muzaffar (SQA Engineer)** said that he got in-depth knowledge about research methodologies and his concepts & ambiguities about research were cleared. He said that clarity of concepts helps a lot in moving forward in the right direction. He suggested that more people should be motivated to participate in such activities.





# Exposure Visit to Jordan

The group of the visit included eighteen participants from different RSPs who left Islamabad on Dec 17, 2008 and reached Jordan via Dubai. The visit was full of new experiences, learning and opportunities for the participants.

In a conservative society like that of Pakistan, women rarely get the exposure of the outer world as compared to men. WLP International Exposure Visit contributed towards broadening the vision of the women. It gave them role models to look up to in the form of different women in leading positions. Considering the objective of the visit, there was a meeting arranged with Princess Basma Bin Talal (sister of the late King Hussain), chairperson of Jordan National Commission for Women. The participants also visited the General Federation of Jordanian Women (GFJW), presided by Princess Asma Bin Talal. GSJW is involved in improving and developing skills of the Jordanian women. The women working with these organizations shared their experience with the participants.

There was also a meeting held with the women members of Upper and Lower House. The women members shared their journey to politics. They mentioned that they did face many difficulties in reaching the present positions but now they are effectively managing their private and public life very well. The participants also visited Jordan River Foundation where the representatives of the organization briefed them about their activities. Jordan River Foundation which is a non profit and non government organization. The Foundation is working with the communities targeting the issues related to women and children.

Apart from the influential meetings, the WLP participants visited some of the famous places in Jordan including Petra, the Baptism Site Jordan,



the Dead Sea, The Cave of Seven Sleepers, Kahf Ahlul Kahf, Global Village and many others.

The visit was a complete blend of exciting meetings, sight seeing and amusing activities. The participants thoroughly enjoyed their visit and experienced new things that they did not get an opportunity to experience prior to this. The feedback has been extremely encouraging.

## Feedback of the participants:

According to Razia Sultana; the best participant of WLP Cohort II: "Jordan is calm and clean place, no hassle, things seem to work smoothly and of course there is strong sense of security on the roads. The good thing is that the general public feeling towards Pakistan is very warm and welcoming".

"Although the whole year was a learning opportunity for me but exposure visits particularly international one has its unique impact on my professional and personal life. It was a high profile visit having meeting with leadership of Jordanian political bodies and civil society organizations. Jordanian policies are uniform for both women and men. These policies have helped the women to be part of mainstream. Though there are some issues at implementation level. But leadership of Jordan has strong will towards political, social and economic development of women". Dilshad Pari





# Role of Human Resource in Development Sector

Article

By Sarah Ansari

Human Resource Management (HRM) has become one of the key departments in any Organization. It not only helps run the organization more efficiently by recruiting and training the personnel with required skills but it also ensures a job safety and employment benefit plan for the employees along side resolving various managerial and administrative issues that occur in the daily routine of an organization. Though having the right person in the right job is extremely important for all organizations but it is imperative for social and development organizations. This is because these organizations use public money to run their projects and the services they offer are aimed at supporting and empowering the most needy and vulnerable communities and individuals of the society. To have the wrong people in positions which carry such massive responsibilities can have disastrous consequences and can be very damaging to the society resulting in detrimental effects on the social fabric of a community.

Today most organizations run along far more professional lines and there is a greater need for transparency in recruitment processes and a lot more emphasis and energy is spent on ensuring that the right person is selected for a floated vacancy. The social and developmental Organizations are accountable to donors and stakeholders and have also learnt tricks of the trade from the influx of many international NGOs and development experts into the country. Working in the Human Resource section of NRSP-IRM, I have learnt that the HR section is virtually responsible for every activity. Employees of other sections might tend to disagree with me though I have a very convincing argument to subside their fieriness. You are doing good because you too

were recruited by the HR section mainly because we thought you possess what it takes to do the job assigned to you and precisely this is primarily what the HR section is responsible for. The secondary duties include providing all types of assistance to its employees; may it be information regarding job, contracts, pays, benefits, etc, resolving their problems by providing efficient solutions, evaluating their performance and maintaining an up-to-date record of its personnel.

An efficient and well-organized HR system can really change the fate of any Organization. By recruiting the people with the right skills and keeping a check on their performance, it can give the Organization better opportunities to encourage growth not only within itself but within the society and to attain the goals chalked out by the Organization for its success and high performance. The need for a good HR department in a social and charitable organization is underscored by the fact that such Organizations aim to bring about a change in the attitudes of people and hence exhibit their impact on the overall society. Having this heavy responsibility on its shoulders, the IRM's HR Section is working at a commendable pace and is always happy to provide assistance to its employees.

## Announcement

Akhter Hameed Khan Resource Center has taken the initiative to promote research culture in the country through providing a platform of people from all spheres of life to share and discuss case studies on innovative initiative in the social sector. A meeting in this regard will be held on Saturday March 7<sup>th</sup>, 2009 at 10:30 am at Akhter Hameed Khan Resource Center. Mr. Tahir Waqar; Programme Manager -MER in NRSP, will present his case study on Poverty Score Card.

For further details please contact [samar@irm.edu.pk](mailto:samar@irm.edu.pk)



# Training Calendar

## **Effective Recruitment and Performance Appraisal**

A Training on Effective Recruitment and Performance Appraisal Process for all RSP managers involved in the process of recruitment and performance appraisal is being organized by IRM in Islamabad.

March 3-5, 2009

## **Operation & Maintenance of CPIs**

Social Mobilization Training Programme is arranging a four days training of trainers for engineers on Operation and Maintenance of CPIs.

March 19-22, 2009

## **Interviewing Techniques for Young Professional**

Management Development Training Programme is arranging a two days training workshop on Interviewing Techniques for Young Professionals at IRM.

March 25-26, 2009

## **Credit Appraisal & Recovery Techniques**

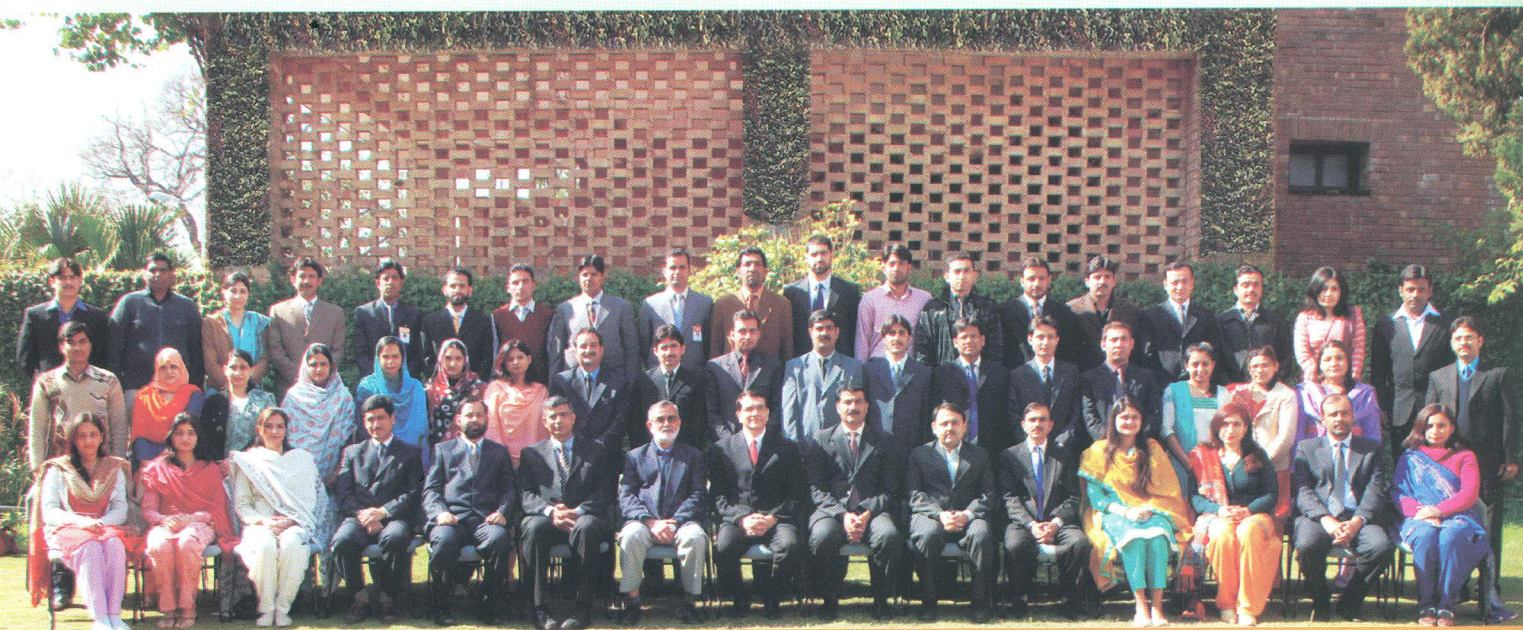
A training workshop on Credit Appraisal and Recovery Techniques for field workers is being arranged by Social Mobilization Programme here at IRM.

March 25-27, 2009

## **Leadership and Management Development Training XIII**

Professional Development Programme is arranging a twelve days training on Leadership and Management Development for mid level professionals at IRM.

March 23 - April 3, 2009



Annual Group Photo, February 15, 2009  
NRSP - Institute of Rural Management



By Tayyaba Khan

Office politics, whether one likes it or not, existed, exists and will continue to exist in the future as well. Being grounded and friendly is not the answer to avoid politics at one's workplace. In fact, it will be foolish to suggest that one should stay away from it. When there is an interaction between different personalities, opinions, cultures, values and interests, clashes are unavoidable. Hence, one is bound to deal with office politics at one point or another. Dealing with it is the only way to avoid its negative effects on your career.

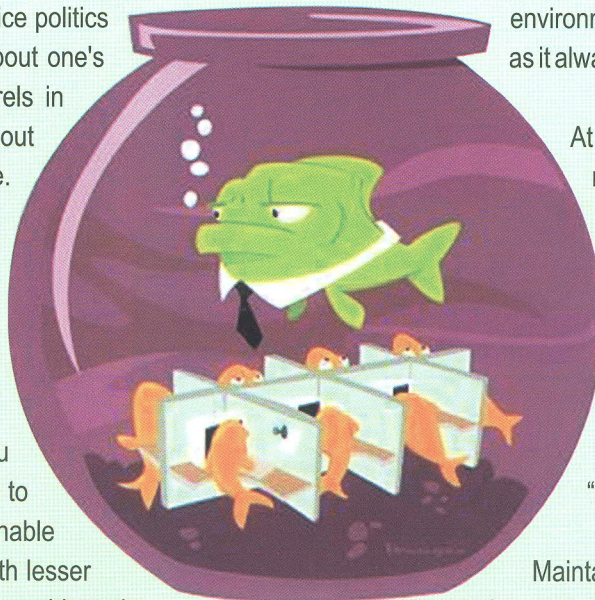
Being good at dealing with office politics does not mean back biting about one's colleagues and starting quarrels in the office. But it is all about adopting an assertive attitude. Fights and arguments will get you nowhere in the long run; it will just provoke others to start looking for an opportunity to bring you down. On the other hand, if you spend some time to get along with everyone, you can not only make them listen to your demands but it will also enable you to complete your tasks with lesser fuss that is usually created by problematic colleagues. Therefore, it is extremely important to deal with people correctly.

It cannot be denied that everyone always prefers working with someone who is competent and likeable rather than someone who is competent and unlikable. It is not impossible to make yourself likable and have a winning career, both at the same time. You need to be emotionally intelligent to understand what motivates those with whom you may normally not get along. Once you know that the choice is yours under all circumstances, you will be able to choose the option that suits you best.

We all dream about achieving higher positions and get acknowledged for our hard work. It is a common trend to

get involved with office politics to the extent that one gets diverted away from the main goal. To avoid this, it is extremely important to keep reminding yourself of what you want to achieve and determine a strategy that works best around the people you work with. You must observe the influential individuals at your workplace and focus on how they conduct themselves to maintain their position.

Diplomacy and respect for others are the traits of successful professionals. This does not only keep you on the good side of everyone around you but also helps you build a coalition with effective people. We all demand respect but very few of us actually believe in giving respect. And in an office environment, you cannot get away with your bad attitude as it always comes back to haunt you at some stage.



At times we have to deal with criticism and nasty remarks from others. It is always best not to take them personally but rather to get a positive message out of them. Moreover, one must be confident in one's own ability instead of stressing over the unnecessary comments. Your life will be much simpler and situations less awkward. Donald Trump puts it nice and short:

"Nothing personal...it's just business"

Maintaining a successful career in spite of office politics is not a piece of cake. Incompetent members of the staff usually get involved in revolting politics with their colleagues and sometimes they do end up getting temporary gains. For a fair game and long term success, it is important to prove yourself through your work and achievements. One must strive to develop a track record as someone who produces results. In this way, it gets easier to confront those who try to undermine you. Always keep an evidence of your work so that you have concrete facts to support your statements.

Office politics is a game that one needs to play in order to climb one's way up towards a successful career. One cannot play a basket ball game without being familiar with the rules and tactics, let alone winning it. Similarly, better performance at work place requires dealing with different situations and personalities rather than eluding oneself. Facing one's demons is the only way to overcome one's fear. It is all about striving to be good at one's game.



# News Highlights

## Executive Diploma in English Language

The executive Diploma of English language has successfully completed which was arranged from Oct 13, 2008- Jan 13, 2009. The diploma was coordinated by Miss Uzma Shah; PO-Academics.

This diploma course was largely attended by professionals from corporate and non corporate sectors. The feed back given by the professionals who have attended this course was tremendously encouraging as the course enabled them to gain confidence for public speaking and improve their communication skills which in turn will give a boost to their careers.

## M.Sc leading to MPhil

The first semester of Masters in Rural Development which was started in Sep 2008 with the academic collaboration of IRM and IIU, got successfully completed in Jan, 2009. Five out of thirty five students were from NRSP-IRM. The result of the first semester will be announced very soon.

## Exposure Visit to Kotli

The Social Mobilization Section of IRM arranged an exposure visit of the Project staff of NRSP to Kotli. The visit was made on Jan 1, 2009. The idea behind the exposure visit was to share the best practices of RCDF and NRSP with the employees.



## Orientation Training Workshop (OTW)

An orientation Training workshop was held at IRM from Jan 21-Feb 04, 2009. The coordinator and the Deputy coordinator of the training were Mr. George Chughtai and Mr. Anwar ul Haq respectively. The objective of the training was to familiarize the newly inducted staff about the objective, methodology and philosophy of RSPs especially NRSP. More than 25 members participated in the Orientation Training Workshop from different RSPs including NRSP-IRM, BRSP and GBTI.



## Learning by Experience

The exposure visit to some community organization prepares the new staff for the challenges they have to face. This time the participants of the OTW were taken to Mianawali. The visit was an opportunity for the new staff to learn how to mobilize people in a rural community and conduct CO and LSO meetings.

## ToT for CMST (Tehsile Taunsa, District D.G.Khan)

A community Management Skill training for rural community of Tehsile Taunsa, District D.G.Khan was organized from Jan 23 to Jan 26, 2009 at the NRSP Field Unit- Taunsa office. The training was organized for President, Managers and activists of community organizations. 15 participants from different community organizations attended the training. In the training the focus was given to formation of community organization, VO and LSO, village and union council wise development plan. In addition quantitative indicators of social mobilization project like education, health, birth, death and vote registration of every eligible person was emphasized in the training. Activists were also mobilized and trained to develop linkages with the other Govt. and non Govt. organizations. At the end of the day community members with the help of resource persons develop the maps, and village development plan of their villages.



# News Highlights

## Screening of Documentaries

Akhter Hameed Khan Resource Center arranged preview of a documentary on the title "Valleys in Transition" which was screened in NRSP-IRM on Feb 6, 2009.

The documentary depicted life in the northern areas of Pakistan. It gave an insight to the issues of inhabitants in these valleys and the immense potential of the people. It also enlightened the impact of development activities initiated by Aga Khan Rural Support Programme to improve the standard of living of people by promoting the concept of self-help among them through establishment of village organizations.

The objective of screening the documentary was to provide the research material to the journalists and university fellows. AHKRC is also willing to facilitate the interested fellows in conducting researches in the field.

Fayyaz Baqir; Director -AHKRC while answering to the queries of journalists said: "we want to deliver the message that anyone can make the difference".

He said that less than 50 % of social sector budget is being utilized because people are not organized. Organized communities server as excellent receiving mechanism for unspent government budget. So, AHKRC wants to highlight the importance of bringing people together because whenever people are organized they are enabled to make changes in their lives.

While talking to them he also said that AHKRC can also screen documentaries of your interest. "We can also arrange talk shows for different TV channels" he added.

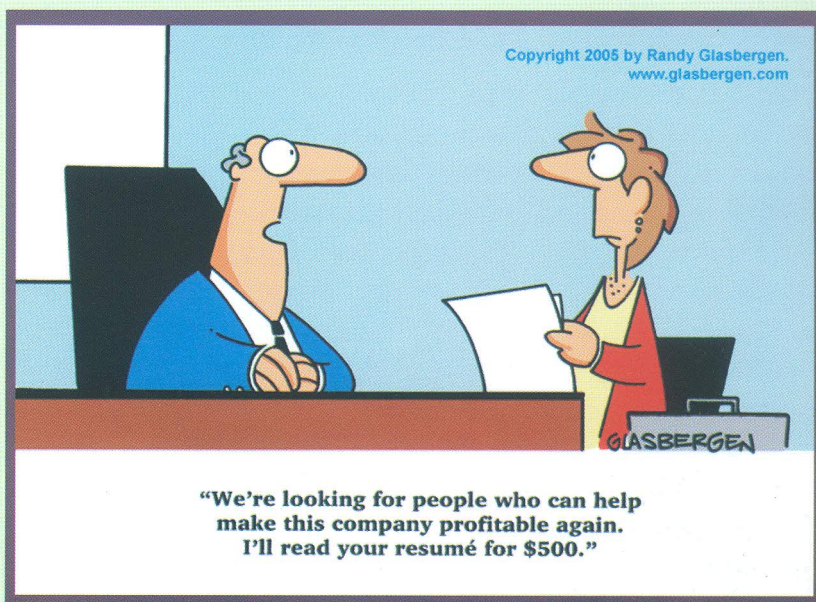
People from different News channels, Universities and NGOs attended the session.

## PPAF Visit of Biogas Plants (NRSP Rahim Yar Khan)

There was a visit arranged for the people of PPAF to NRSP Rahim Yar Khan so as to measure the efficiency of biogas plants. The team included General Manager-CPI, Management Executive -CPI and



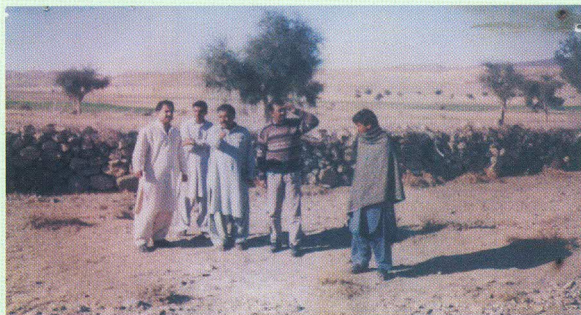
Management Executive-ERD who visited the plants on Feb, 2009. The teams visited and assessed the combustion time period of twenty biogas plants at different locations. The feedback of the visit was positive and very encouraging as most of the plants were found working accurately.





Kharar Buzdar is a village of Union Council Mubarak, tehsil tribal area of District D.G.Khan. It consists of 300 households. The revenue village is located at the rim of Punjab and Balochistan. The distance of the village from Balochistan is 16-km while from D.G.Khan, it is 160 Km. The village lacks basic facilities like electricity, health, education and veterinary hospitals even if the majority population earns its living through livestock. The entire area gives a picture of a very poor infrastructure. Only jeeps are able to be used on the track leading towards the village of Kharar Buzdar from D.G Khan Lorali Road.

Prior to the intervention of National Rural Support Programme, the people of the area were unaware of the concept of Community Organization (CO) and its advantages and were always engaged in tribal clashes.



Kharar Buzdar: once the most neglected village is now the centre of all of the development work. A large network of COs was established due to the intervention of NRSP. It attracted many of the government and non government agencies consequential in its development.

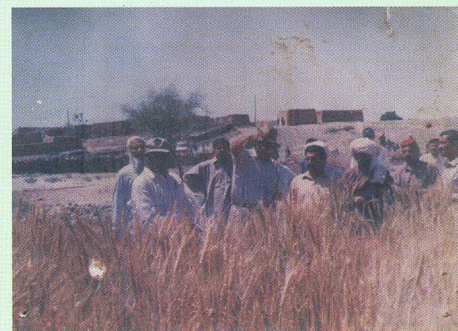
Toor Khan Buzdar is one of the activists of the Local Support Organization (LSO) and COs who introduced the people of the area with the concept of COs, developed linkages with the different organizations and played a significant role in the community development of the area.

"According to him it was the mid of year 1999, when the people of the area came to know about the work of

NRSP in Tuman Leghari; a tribal area of the district.

Residents of the Tuman Leghari told him about the team of NRSP and introduced him with the benefits of CO. This was totally a new concept to him but the idea inspired him a lot. So, convinced with the objective and methodology of CO, Toor Khan contacted the office and invited the team to visit his area. Unfortunately, due to tough hilly terrain, no other organization was willing to go to the area and start development work earlier. Sensing the spirit of the people of the area, NRSP staff introduced their programmes. The people were introduced with the need of COs. The, then Social Organizer (SO) of the NRSP introduced the programme of saving, credit, community physical infrastructure and the importance of linkages development among the people.

He informed the people that NRSP is there just to support and guide the community, how to save, help and develop linkages with other organizations. Finally, first CO; Kharar Buzdar was formed in the area in the year 1999. The people of the area welcomed NRSP as it was first ever organization who visited the



area. In couple of months five COs were formed due to the support of the community. The very first need identified was a place, where the representation of every tribe could be made possible. Hence, the first community building was constructed in which the people of the community donated 15 marlas of land and contributed 20% cash and services. This was the first ever development work in the area without the support of any chief (Sardar). No one could believe that with out the support of Sardar, how a small group of people got a project from an organization. This was the first step, which made the people realize the importance of CO. According to Toor Khan, "In-fact, it is NRSP which helped us develop our linkages with the D.G.Khan Rural Development Project, and enabled us to get the project". There is a proper committee of operation and maintenance. An LSO has also been established in the same building. Focusing on the sustained linkages approach, the CO tried to get electricity facility for the village which was though a difficult task as the village is situated at the last boundary of both the provinces. The members of the CO approached the Mr. Mir Baz Khetran; Minister of Power and Electricity and met him in Islamabad in 2001. The efforts of the CO remained successful as the CO got approval for the facility of electricity from the government of Balochistan. It was really amazing and a big achievement of the Kharar Buzdar Community Organization.

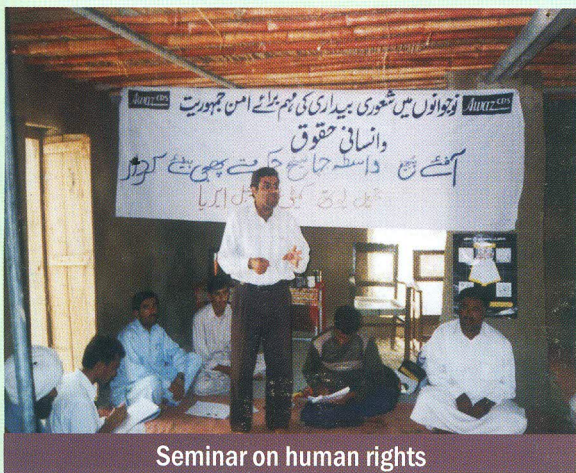


"Our efforts brought fruit and it was just because of NRSP as it was really a very tough task to get approval of electricity facility from the other province", Toor Khan-Manager CO; Kharar Buzdar said.

Finding safe drinking water in the area was another issue people were facing with. The women of the area used to fetch water from the stream which took 30 minutes to carry one pitcher of water either through donkeys or placing the pitcher on their heads. Besides, the stream water carried microbes that caused diarrhea. So, to resolve this problem, CO member with the guidance of NRSP team, contacted Strengthening Participatory organization (SPO) at Multan in the year 2001. With the continuous efforts of the members of the CO under the guidance of NRSP, the CO got approval of the installation of turbine tube well.

SPO provided Rs 276,000 and the CO contributed Rs. 30,200 for the implementation of the scheme of providing safe water at doorstep to the people.

Illiteracy is the mother of all evils. Realizing the



Seminar on human rights

importance of education, COs developed linkages with the education department of the government. The CO members met with the Provincial Minister for Education at Lahore, and invited him to visit their area. During his visit, he attended the CO meetings in which CO requested for the establishment of the boy and girl's

schools. With the efforts of CO, Minister for Education approved the establishment of 12 schools for entire union council. The schools are functioning properly now. About 600 students are getting education from these schools.

Pakistan Bait-ul-Mall was contacted for ZAKAT fund for poor households. 300 poor families have been getting Rs. 3,000 each family since 2001. Moreover, the CO has also initiated a self help programme for the youth of the community through which unemployed youngsters are helped with Rs. 15,000 so as to let them start their business from *Behaliay Rozgar scheme*.

The achievements of the CO include the construction of 12 diversion bunds with the collaboration of Soil Conservation Department, the appointment of 18 Lady Health Workers in the Health Unit, up-gradation of girl's primary school to middle school and construction of concrete roads in the village especially a link road of worth Rs. 800,000 with the financial assistance of Dera Ghazi Khan Rural Development Project. The achievements include formation of ID cards for women, construction of six mini dams for storage of water etc.

Three tiers structure of CO, Village Organization (VO) and LSO have been introduced in the area and it has been decided to implement the structure at the village level. The COs are clustered into VOs and within couple of months, COs strength boosted from 15 to 75 COs. Seeing the increasing number of VOs, finally a LSO has been established in July 2008 which has completed the Poverty Score Card Survey of the village with the help of its volunteers. General Manager-NRSP visited the area and approved Community Investment Fund of rupees one million for the LSO.

"We confess our failures during our struggle. At CO platform we could not ensure maximum participation of women in the programme. However, I am confident that the male community rigidity would definitely be reduced at larger extent. The poverty reduction initiatives of NRSP would help to ensure the participation of more female in our programme. Women programmes are on top of our agenda, as we believe that without the participation of women we would not achieve the real change in mind and attitude of our next generation." Toor Khan; manager CO-Kharar Buzdar said.



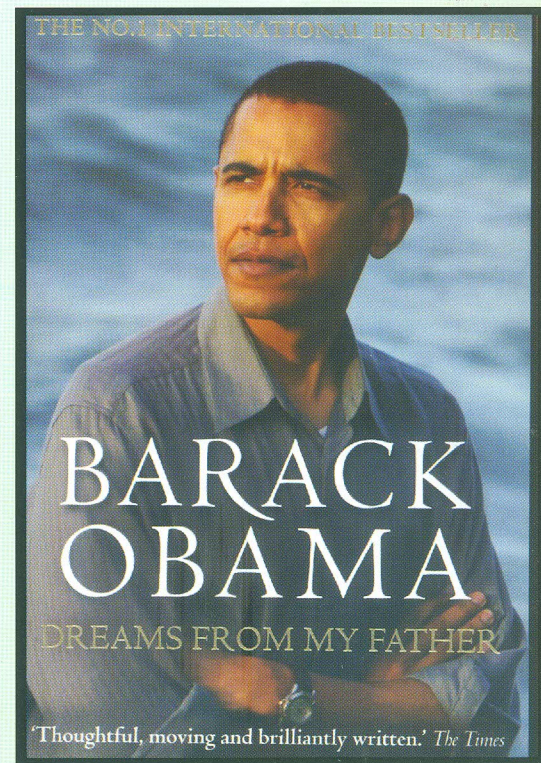
# Akhter Hameed Khan Resource Center

## BOOK REVIEW:

**DREAMS FROM MY FATHER** is a master piece of Barack Obama which reveals the life of a young man who is asking big questions about identity and belonging.

Obama writes extensively about his experiences being a black American whose African father returned to Kenya leaving him raised by his white mother. He narrates a story of a search of self that took him from high school in Hawaii to Columbia University, and then to the streets of Chicago as a community organizer. This book reads like a novel which you don't want to end.

Barack Obama is a multiracial American politician. He graduated with honors from Harvard Law School, where he was the first African-American to become Editor-in-Chief of the *Harvard Law Review*. Obama practiced civil rights law. He worked as a community organizer in a poor Chicago neighborhood. From the start, he opposed war in Iraq. He served as Democratic state senator in Illinois, and then as US Senator from that state, before being elected President in 2008.



## New Arrivals in Akhter Hameed Khan Resource Center

### Bringing Society Back In

By Edward P. Heber

### The Politics of Aid Selectivity

By Wil Hout

### Civil Society-

#### Measurement, Evaluation, Policy

By Helmut K Anheier

### Determinants of Pro Poor- Growth

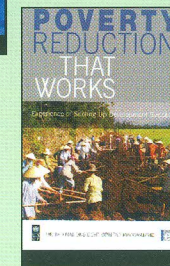
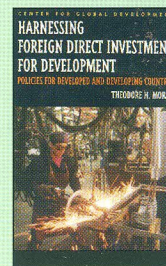
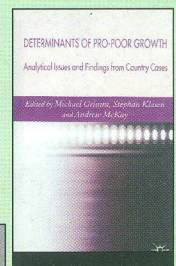
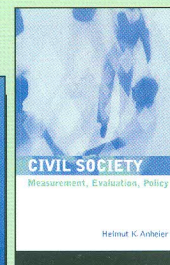
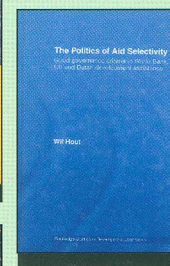
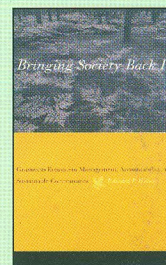
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### Harnessing Foreign Direct Investment for Development

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### Poverty Reduction that works

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