

Social Transformation in Pakistan

The art and science of linking with the 'other'

Fayyaz Baqir (ed.)

Social Transformation in Pakistan: The art and science of linking with the ‘other’

Editor: Fayyaz Baqir
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Dedicated to His Highness the Aga Khan – the Founder of AKRSP and
Dr. Akhter Hameed Khan – the Mentor of AKRSP

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ACRONYMS

AC	Assistant Commissioner
ACS	Additional Chief Secretary
ADBP	Agricultural Development Bank of Pakistan
ADP	Annual Development Plan
AGPR	Accountant General Pakistan Revenue
AHK	Akhter Hameed Khan
AKDN	Aga Khan Development Network
AKES	Aga Khan Education Service
AKF	Aga Khan Foundation.
AKFC	Aga Khan Foundation Canada
AKHS	Aga Khan Health Services
AKRSP	The Aga Khan Rural Support Programme
AKU	Aga Khan University
ANP	Awami National Party
AQS	Abdul Qamar Shehzad
ASEAN	Association of East Asian Nations
AT	Ahsan Tayyab
AV Assistant	Audio-visual Assistant
BBC	British Broadcasting Company
BCCI	Bank of Credit & Commerce International
BHUs	Basic Health Unit
BISP	Benazair Income Support Progamme
BOD	Board of Directors
BPF	British Pakistan Foundation
BRAC	Bangladesh Rural Advanced Committee
BRACE	Baluchistan Rural Development and Community Empowerment programme
BRSP	Baluchistan Rural Support Programme
CAA	Civil Aviation Authority
CBC	Community Basic Centre
CBR	Central Board of Revenue
CBS	Community Basic Services
CCDN	Chitral Communities Development Network
CEO	Chief Executive Officer
CIA	Central Intelligence Agency
CID	Central Intelligence Department
CIDA	Canadian International Development Agency.

CIF	Community Investment Fund
CM	Chief Minister
CMST	Community Management Skill Training
CNN	Cable News Network
CO	Community Organization
CPEC	China Pakistan Economic Corridor
CS	Chief Secretary.
CSA	Civil Service Academy
CSO	Community Support Organisations
CSP	Civil Service of Pakistan
CSS	Central Superior Services
CTA	Chief Technical Adviser
DC	Deputy Commissioner
DDC	District Development Council
DFAIT	Department of Foreign Affairs and International Trade
DFID	Department for International Development (UK)
DG	Director General
DGM	Deputy General Manager
DIG	Deputy Inspector General of Police.
DJ School	Diamond Jubilee Schools
DMG	District Management Group
DMLA	Deputy Martial Law Administrator
DPO	District Programme Officer
DPOB	District Programme Officer Baltistan
DRR	Deputy Resident Representative
DSP	Deputy Superintendent of Police
EAD	Economic Affairs Division
EC	European Commission
ECNEC	Executive Committee of National Economic Council
EELY	Economic Empowerment of Local Youth
EPI	Expanded Program on Immunization
ESCAP	Economic & Social Commission for Asia & the Pacific
ETI	Economic Transformation Initiative
EU	European Union
FAO	Food and Agriculture Organization.
FATA	Federally Administered Tribal Area
FBTT	Field Based Teachers Training
FCNA	Force Command Northern Areas
FIA	Federal Investigation Agency

FMU	Field Management Unit
FPAF	Pakistan Poverty Alleviation Fund
FS and HMN	Feroz Shah & Hasan Mehdi Naqvi
FWO	Frontier Works Organization
GaD	Gender and Development
GB	Gilgit Baltistan
GBC	Gilgit, Baltistan and Chitral
GBP	Great Britain Pound
GBTI	Ghazi Brotha Taraqiati Idara
GM	General Manager
GOC	General Officer Commanding
GTZ	German Agency for Technical Cooperation (GTZ)
HBL	Habib Bank Limited
HH	His Highness
HF	Hakim Feerasta
HIID	Harvard Institute for International Development
HQs	Headquarters
HRD	Human Resource Development
HRDD	Human Resource Development Division
HRDI	Human Resource Development Institute
HRH	His Royal Highness
HWK	Hussain Wali Khan
ICIMOD	International Centre for Integrated Mountain Development
ICS	Indian Civil Service
IDS	Institute of Development Studies
IFAD	International Fund for Agricultural Development
IIDC	Institute for International Development and Cooperation
ILO	International Labor Organization
IMF	International Monetary Fund
IPRP	Innovations for Poverty Reduction
IPS	Industrial Promotion Services.
IRDP	Integrated Rural Development Programme
IRRP	Institute for Research on Public Policy
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agency
KADO	Karakoram Area Development Organisation
KAF	Konrad Adenauer Foundation
KANA	Kashmir Affairs & Northern Affairs
KKH	Karakoram Highway

KP	Khyber Pakhtunkhwa
KV	Kilo Volt
LB&RD	Local Bodies & Rural Development
LDO	Local Development Organizations
LG&RD	Local Government and Rural Development
LHVs	Lady Health Visitors
LMST	Leadership Management Skill Training
LSO	Local Support Organization
LUMS	Lahore University of Management Science
LWOP	Leave without pay
MC	Municipal Committees.
MD	Managing Director
MDGs	United Nations Millennium Development Goals
MER	Monitoring Evaluation and Research
MG	Management Group.
MLA	Martial Law Administrator
MLAs	Member of legislative Assembly
MNA	Member of National Assembly
MoU	Memorandum of Understanding
MPA	Member of Provincial Assembly
NAC	Northern Areas Council
NAM	Nabeel A. Malik
NAPHC	Northern Areas Public Health Council
NAPWD	Northern Areas Public Works Department
NAs	Northern Areas
NATCO	Northern Areas Transport Company
NAWO	Northern Areas Works Organisation
NCHD	National Centre for Human Development
NCRD	National Centre for Rural Development
NFR	Note for Record
NGO	Non-Government Organization
NIPA	National Institute of Public Administration
NIRM	NRSP-Institute of Rural Management
NLC	National Logistic Cell
NM	Noor Mohammad
NORAD	Norwegian Agency for Development Cooperation
NPCs	National Project Coordinator
NPSIA	The Norman Paterson School of International Affairs
NRLM	National Rural Livelihoods Mission

NRM	Natural Resource Management
NRSP	National Rural Support Programme
NWFP	North-West Frontier Province
NzM	Nizar Mecklai
OAU	Quaid-e-Azam University
ODA	Overseas Development Administration
OED	Operations Evaluation Division
OPDs	Out-patient Departments
OPP	Orangi Pilot Project
OXFAM	Oxford Committee for Famine Relief
P&D	Planning and Development
PARC	Pakistan Agricultural Research Council
PARD	Pakistan Academy for Rural Development
PAS	Pakistan Administrative Service
PE	Project Economist
PFS	Pakistan Foreign Services
PIA	Pakistan International Airline
PM	Prime Minister
PMU	Project Management Unit
POL	Petroleum, Oil, & Lubricants
POM	Programme Office Manager
PPI	Productive physical infrastructure
PPIs	Productive Physical Infrastructure.
PPM	Programme Planning Meeting
PPP	Pakistan People's Party
PS	Private Secretary
PSA	Programme Senior Agriculturist
PSE	Programme Senior Engineer
PTCL	Pakistan Telecommunication Co. Ltd.
PTDC	Pakistan Tourism Development Corporation
Q&A	Question & Answer
R&D	Research & Development
RD	Rural Development
RDFC	Regional Development Finance Corporation
RHCs	Rural Health Centres
RPM	Regional Programme Manager
RPOB	Regional Programme Officer Baltistan
RPOC	Regional Programme Officer Chitral

RPOG	Regional Programme Officer Gilgit
RSPN	Rural Support Programmes Network
RSPs	Rural Support Programmes
S&GAD	Services & General Administration Department
SAARC	South Asian Association for Regional Cooperation
SAP	South Asia Partnership
SAPAP	South Asia Poverty Alleviation Programme
SCARP	Salinity Control & Reclamation Programme
SDG	Sustainable Development Goals
SDM	Sub-Divisional Magistrate
SERP	Society for Elimination of Rural Poverty
SEWA	Self-Employee Women's Association
SGDs	Sustainable Development Goals
SHO	Station House Officer
SM	Social Mobilization
SO	Social Organizer
SOU	Social Organization Unit
SP	Superintendent of Police
SRSC	Sarhad Rural Support Corporation
SRSO	Sindh Rural Support Organization
SRSP	Sarhad Rural Support Programme
SSK	Shoaib Sultan Khan
T&C	Transport and Communication
TA/DA	Travel Allowance/Daily Allowance
TB	Tuberculosis
TBAs	Traditional Birth Attendants
TORs	Terms of Reference
TRDP	Thardeep Rural Development Programme
TTDC	Thana Training and Development Centres
TVO	Trust for Voluntary Organisation
UC/DC	Union Council/Development Council
UCBPRP	Union Council Based Poverty Reduction Programme
UN	United Nations
UNCRD	UN Centre for Regional Development
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund.

UNOPS	UN Office for Project Services
UPAP	Urban Poverty Alleviation Programme
USA	United State of America
USAID	US Agency for International Development
USDA	US Development Agency
VDC	Village Development Committee
Village-AID	Village Agricultural and Industrial Development
VO	Village Organization
VWOs	Village Women Organizations
WAPDA	Water and Power Development Authority
WASA	Water and Sanitation Agency
WB	World Bank
WFP	World Food Programme
WID	Women in Development
WO	Women Organisation
WTO	World Trade Organisation.
WWF	World Wildlife Fund
YOs	Youth Organisations

INTRODUCTION

Fayyaz Baqir

Global political landscape in the twentieth century was shaped by three major conflicts; conflict between the European colonial powers to increase their share of colonial territories, conflict between colonial people and their colonial masters to win freedom and the conflict between the working class and the capitalist elite in the heartland of empires. These conflict led to two World Wars, emergence and expansion of the socialist block and independence of colonies in Asia, Africa and Latin America. It is interesting to note that what was known as the Age of Enlightenment and Reason in Europe was Age of darkness, oppression, loot and plunder in the colonies. The concept of freedom and development at personal, community and nation level that was celebrated in the West was a zero sum concept. Where freedom and development of one was gained at the cost of the other. There was an inherent flaw in this concept of development. No wonder that the theories, concepts, and practices of development generated at the end of WWII were couched in the conflict between the Super Powers, Western and Eastern blocks, and postcolonial states and marginalized communities.

The architecture of development assistance designed after the War was dominated by the institutions established by USA and its allies and guided by the concept of haves lifting the have nots above the poverty line. Development was considered the 'White Man's burden'. This discourse considered postcolonial state not people as Agency for development. It emphasised dependence of less developed countries and communities on the elites and economies of the developed world and lost sight of their interdependence as the defining element for their future development. There were visionaries and practitioners who saw hope in people's Agency in leading self sustaining development. His Highness the Aga Khan, Dr. Akhter Hameed Khan, and Shoaib Sultan Khan believed in the discourse of hope and Agency of the ordinary people. This book tells the story of how they came together to lay the foundation of the world's largest poverty alleviation programme by forging partnership between people, professionals and politicians. The story narrated in these pages shows that laws governing participatory development are as precise as law of gravity. The problem of poverty alleviation and community development is the problem of better spending not more spending.

Major concern of official development assistance (ODA) in the post WWII period was to engage third world elites, pre-empt their alliance with the communist block and prevent communist revolutions in former colonies. New aid architecture kept Agency in the hands of former colonial masters, local elites and their institutions, paid no attention to missing social infrastructure for transforming developing economies, and invested in subsidised service delivery, or developing technical solutions like green revolution rather than building institutional infrastructure for social transformation. This posited their short term interests against their long term interests. Western donors dealt with the failure of their development assistance by trying to 'do more' of the same. A whole body of overdeveloped, elegant and socially irrelevant literature was developed to deal with the question of underdevelopment. Little attention was paid to the ground reality. Technical solutions were developed to find short cuts for dealing with the question of poverty not realizing that absence of a viable social infrastructure creates graveyard of development projects.

Misunderstanding of the development paradigm was partly caused due to misunderstanding of postcolonial state. While postcolonial states were Nation States in name, they were not like Nation States in the West performing both the security and welfare functions. Postcolonial states were inherited law and order administration to collect revenue and ensure political stability. Welfare function of the states in former colonies were delegated to local elites. These elites performed development tasks under a system of patronage and prioritized development of physical and financial capital over human and social capital. This practice set off an exclusionist discourse that deepened inequalities based on class, gender, faith, ethnicity and power and led to underperformance of development assistance. Resistance to these low performing development programs was also led by a zero sum view of development and emphasised confrontation, protest, agitation and raising voices. This vision of resistance underestimated the power of inclusive path based on openness, transparency, flexibility, better spending, importance of demonstration effect, and partnership based on interdependence. This thinking was oblivious of three missing development administration tier below the district level.

During 1960s Pakistan embarked on 'the other path' between capitalist and socialist orthodoxies. Akhter Hameed Khan was approached by the government of East Pakistan (present Bangladesh) to lead the Village AID program supported by Ford Foundation. This program had remarkable success in the then East Pakistan but completely failed in West Pakistan. Akhter Hameed Khan based his work on some important observation. According to Dr. Khan "traditionally the territory around the village belonged to the Feudal Chiefs. The villagers could only beg or steal from it. Feudal authority was exercised with an iron hand and the forests were well preserved. Now that the iron hand has been removed, the territory is ownerless and derelict. Its resources instead of being developed are being ruthlessly depleted. The absence of protective ownership on the one hand and the

increased pressure of population on the other hand hastened the destruction of forests, pastures and natural resources. Existing pattern of administration could not fill the vacuum created by the collapse of feudal authority."[1] Existing pattern of administration is law and order oriented and not development oriented. Law and order and revenue collection units existed at grass-roots level. Revenue department was expanded to the village level. Development Departments were missing.

Soon after colonization community spaces were encroached upon by state and market through the process of physical infrastructure development, expansion of cash economy and urbanization. These changes also created new spaces for political action and collective welfare by civic bodies. This transition unleashed two discourses, one challenging the legitimacy of market and state and the other aiming at carving out more space for civil society in the existing system. The later trend evolved around the view that British did make valuable contributions in scientific, human, social, moral and administrative development of Indo Pak subcontinent. It was important to assimilate progressive ideas, values and practices introduced by the British for generating a vibrant discourse. Both these trends represented two ideologies anchored in distinct class formations connected closely with state and bazaar economy. Unity and conflict between these two tendencies has continued to this day. A close review of the pattern of evolution of civil society movements reveals a continuous tension between CSOs, state and market to claim the social spaces. Civil Society movements have made efforts to re-appropriate the space from the market and state to improve livelihoods of the people, challenge state authority and public policies and strengthen an alternative economy mostly represented by the informal sector. This was the path followed by Akhter Hameed Khan.

Akhter Hameed Khan used to identify three essential infrastructures for Development Administration (DA), namely, Administrative, Political and Socio-economic. The Administrative Infrastructure comprises the entire government set up from the grassroots to the federal level. Here he used to identify the vacuum below Tehsil level. Neither the departments nor the government supplies reached the people with the exception of a few like the police and the revenue departments. There was need for all so-called nation building or line departments to be devolved like the Police or Revenue Departments with the hub at Thana level. The Political Infrastructure comprised all the elected bodies from Union Council to the National Assembly. The Socio-economic Infrastructure comprised involvement of the people at the grassroots in not only decision making but economic and social development as well. This entailed harnessing the potential of the people by organizing them requiring them to fulfill the obligations for their development. It enables the grassroots to enter into development partnerships with government, local councils, donors, commercial and private development agencies, NGOs etc., on equal terms.

The first requirement for a DA is a viable unit of administration. Akhter Hameed Khan (AHK) demonstrated through Thana Training and Development Centres (TTDC) that the district as well as the Tehsil or subdivision or Taluka was not a viable unit for DA. It was the Thana.[2] DA envisages provision of services and supplies easily accessible to the people. District and Subdivision, Tehsil or Taluka headquarters are too far removed from the village or the mandi towns now emerging through urbanization. Dr. Akhter Hameed Khan initiated a poverty alleviation programme as Director of Pakistan Academy for Rural Development (PARD) Commilla in 1959. For next 12 years he painstakingly worked for developing administrative and social infrastructures for poverty alleviation in East Pakistan. His most innovative institutional contribution was creation of Thana Training and Development Centres (TTDC) for community mobilization, skill development, regular savings and income generation. In the course of 12 years he established TTDCs in 50% of East Pakistan. Due to Dr. Khan's inimitable work his name became a household word in East Pakistan. East Pakistan eventually parted ways from West Pakistan due to deeply felt sense of injustice and unfair treatment at the hands of dominant class of the ruling elite lumped together as "Punjabis" by majority of Bengalis. Dr. Khan was among one of those who tried to fight against the sense of deprivation of Bengalis through a very sound development programme. However, he left East Pakistan heartbroken in 1971because "while he was not asked by his Bengali colleagues to leave, he was also not requested to stay and continue his work either".

First experiment in bringing about this change in present day Pakistan was done in 1972 in Daudzai by Pakistan Academy for Rural Development (PARD) under the leadership of Shoaib Sultan Khan. PARD realized that existing jurisdiction of the police station could be converted into a viable unit for administration – being viable for i) provision of services and ii) up-gradation of skills. Academy set out to persuade department to expand to Markaz Level. The departments of Health, Education, Animal Husbandry, *Cooperatives*, Forestry and Irrigation agreed to do so.

Economies of scale were created by organizing the people for upgrading their skills and making best use of the services. People were organized through diagnostic dialogues on issues of high priority to them. People were asked in specific to identify schemes which would enhance their income the most. Economic uplift was made an entry point to improve social services as well. Problem centered organizations of the villagers were asked to i) group themselves and hold weekly meetings, ii) select a

1. See reports of Akhter Hameed Khan's Twelve visits to AKRSP in chapter 11 of this book.
2. In the local government system in South Asia Union Council or Mandal comprising of a few villages constitutes the lowest tier, Tehsil and District governments are higher tiers in that order. Union Council has direct outreach to the households in their jurisdiction.

manager and learn to work cooperatively, iii) make weekly deposits to prove their bonafides that they could raise funds to defray maintenance cost. VOs were used to i) execute local development works followed by education for maintenance work. This was done through project committees. Technical supervision was provided by the Markaz Engineer and his staff, but payment was left to the VO. In the process the contractor was eliminated, and project execution cost was reduced.

The program was short lived because the Program Leader Akhter Hameed Khan (AHK) and his associate Shoaib Sultan Khan (SSK) were accused of working for CIA and KGB (simultaneously!) and ordered to stop. SSK vacated his post as Director of Pakistan Academy for Rural Development (PARD) and joined UN Centre for Regional Development Nagoya in Nagoya and subsequently moved to UNICEF's in Mhaveli Ganga project in Sri Lanka where his work attracted global attention and a full page article in the Newsweek magazine noticed his unusual quality of a "rural development expert living in a village".[3] During this time, His Highness the Aga Khan was thinking of starting a rural development program in Northern Areas of Pakistan and was looking for a program manager. He heard about SSK and succeeded in getting special permission from UNICEF's global head James Grant for his secondment as General Manager to Aga Khan Rural Support Program (AKRSP).

Shoaib Sultan Khan introduced the same approach at Aga Khan Rural Support Programme (AKRSP) in Gilgit in 1982 and Akhter Hameed Khan now took this approach to the largest informal urban settlement in Karachi as Orangi Pilot Project. Five years after AKRSP started its rural development programme which accomplished unprecedented results in poverty alleviation and sectarian harmony, Gilgit was invaded by a tribal army and communal riots hit the entire valley. People started selling assets accumulated due to the success of rural development programme for buying weapons. Ethnic riots in Orangi also shattered the peace in the same manner. These events clearly demonstrated that poverty alleviation is neither a necessary nor a sufficient condition for establishing peace and harmony. If poverty is perceived to be rooted in social injustice, then manifestation of injustice in both economic and social terms have to be dealt with. This is better done if economic and ideological dimensions are dealt with in a careful manner. In both Gilgit and Orangi AKRSP and Orangi Pilot Project (OPP) leadership had to arrange dialogue between communities dragged into the conflict to deal with the mistrust, rebuild the bonds and take measures to heal the wounds. It only shows that the concept of human development reduced to economic development can help reduce poverty but cannot eliminate the "culture of poverty". Alleviation of poverty and social justice don't have a cause and effect relation. We may alleviate poverty by promoting economic pluralism. It does not automatically translate into social and political pluralism.

Prince Karim Aga Khan has lucidly presented this point by pointing out that "Developing support for pluralism does not occur naturally in human society. It is a concept that has to be nurtured every day, in every forum- in small and large government institutions; in civil society organizations working in the arts, culture and public affairs; in the media; in the law; and in the areas of social justice, such as health, social safety nets and education, and economic justice, such as employment opportunities and access to social services".[4] In a nutshell efforts to promote pluralism in all walks of life can lead to a vibrant pluralist society. Efforts for poverty alleviation and ending injustice have both converged and diverged on their path to create a just and prosperous society in Pakistan.

Daudzai like Comilla Thana Training and Development Centre (TTDC) or in India Block or Mandal was an attempt to revamp the law and order colonial administration inherited from the British into a Development Administration (DA). The Independent South Asia Commission on Poverty Alleviation set up by the SAARC Heads of State in 1991 had come to the conclusion that Socio-Economic Infrastructure should be the centerpiece of all poverty alleviation strategies of the governments of South Asia. The Commission had also concluded that Socio-Economic Infrastructure (SEI) is neither within the mandate nor the capacity of the existing government departments, ministries and corporations. SEI can only be implemented by independent and autonomous support organizations which should be fully funded by governments of South Asia. National Rural Support Programme (NRSP) was quoted an example by the Commission to which Government of Pakistan had provided an endowment fund. The Commission had recommended countrywide replication of independent and autonomous support organizations for countrywide coverage with governments taking lead role in provision of resources. In 1993 SAARC Summit at Dhaka, this recommendation of the Commission was endorsed.

AKRSP's Program area consisted of treacherous and inhospitable mountain ranges across Himalayas, Karakoram, and Hindukush mountains. True to his spirit SSK held first dialogue with 200-250 rural communities in the very first year of the program in 1983. During the course of his work he used to have regular meetings with high level civil and military officials, technical experts, academics, donors, foreign delegates -ranging from interns to ambassadors, diplomats, princes, and princesses- and political leaders. He had one other interesting and remarkable habit; writing a Note for Record (NFR) for every field visit he made and every meeting he held. These NFRs were regularly circulated to the Senior Management Group (SMG) in AKRSP and outside participants. He has meticulously kept record of his NFRs from December 1982-todate. In 1992 SSK was

3. Newsweek, January 5, 1981 pp 56.
4. The Aga Khan *Where Hope Takes Root,* Douglas and McIntyre, Vancouver, 2008.

given Ramon Magsaysay Award known as Asia's Nobel Prize in recognition of his trail blazing work that led to doubling the income of 100,000 families in Northern Areas of Pakistan. When the World Bank carried first external midterm evaluation of the program in 1987 it noted that the first 4 years of AKRSP are 4 years missed by the rest of the world. At the behest of United Nations Development Programme (UNDP), Mr. Khan as Senior Adviser, South Asia Poverty Alleviation Programme (SAPAP) undertook between August 1994 and March 2003 setting up of demonstration pilots on the pattern of AKRSP in Bangladesh, India, Maldives, Nepal and Sri Lanka and replication of AKRSP in Pakistan. In India, influenced by SAPAP, Society for Elimination of Rural Poverty (SERP), The Rajiv Gandhi Mahila Vikas Pariyojana (RGMVP) and National Rural Livelihoods Mission (NRLM), are now working with over millions poor rural households. Mr. Khan is a frequent visitor to India's SERP, RGMVP and NRLM. NRLM is now part of India's 12th Five Year Plan aiming to mobilise 70 million rural households comprising 350 million people. In 2009, Mr. Khan was invited to address 17th Annual Session of the United Nations Sustainable Development in the UN General Assembly.

These Notes for Record are a treasure trove of resources to understand the process at work which not only led to economic but cultural, institutional, and social transformation of the area. These notes provide extremely valuable insights about dealing with the differences, disputes, power play, conflict and violence in a unique way, which can best be described as the art and science of dealing with the 'other'. SSK was a committed and extremely hard working professional, a hard task master, an effective manager, a tough negotiator, a charmer, and a game changer. These NFRs narrate in minute detail how he was able to create this miracle. His work was so magical that even HH Aga Khan commented after his visit to AKRSP that he was hypnotized by the work. SSK decided to narrate the History of AKRSP based on these NFRs. However, annotation of these NFRs is important to connect them with the context and highlight the significance of some critical activities, encounters, and practices in promoting the quiet and slow but steady process of social transformation without taking power. It is a description of the discourse of hope which would be of critical interest to policy makers, practitioners, academics and public opinion makers, and young professionals. Due to my close association with him I was able to see at close quarters some of the changes taking place. I have read and commented on the chapters he has shared with me and produced an annotated volume of his NFRs, which also include rare images, photographs and hand written scripts. This annotated volume will be a great resource for researchers, policy makers and development professionals. I am presenting these Notes as a digital book named Social Transformation in Pakistan: The art and science of linking with the 'other'. I hope it will bring many interesting insights to the attention of development community worldwide for further research, policy dialogue and program development.

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Chapter 1

Genesis

List of Notes for Record

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OPINION

Varindra Tarzie Vittachi

A MAN NAMED KHAN[1]

In a remote Asian village, an unusual 'International Expert' keeps his feet on the ground and sows the seeds of real progress.

I met a rare man the other day. His name is Khan and what gives him distinction is the fact that he is one "International Expert" on village-development programs who actually lives in a village. I have been in that village, a place miles from what city folk call Anywhere. There is no piped water in the village, no air conditioning, no electric fan, not even a toe-powered punkah batting the hot breeze this way and that as was done in the days of the British raj.

Mr. Khan's specialty is that he is a generalist. He knows how to tie together the activities of the Irrigation Department, the Education Department, the Health Department and the Public Works Department so that they help the people for whose benefit, presumably, such departments were established. Since he shares the life-style of the villagers and knows their local idiom, he has become credible. When he explains why kitchen refuse turns the rain drains outside their houses into breeding places for the malaria mosquito, or how nursing mothers should—and can—have a balanced diet even if they are poor, and why it is better for their babies to be breast-fed despite the blandishments of "fashion," they believe him.

One result of all this is that the people of the village have begun to be involved and to understand the development process going on around them. The buzzword for it in the operational planning centers is "community participation." Where Mr. Khan lives, that phrase is no longer a piece of pious humbug mouthed by professional bureaucrats and alleged experts in made-to-measure safari jackets, but a meaningful response to an understood need.

There are other men and women like Mr. Khan working in other villages on human-development programs , but there are still far too few. In the two remaining decades of this century, many more of these people will be needed if the grand goals of the world community, such as "health for all by 2000" and "literacy for all by 2000" are going to be more than hollow slogans. Even to achieve the less ambitious goals of reducing hunger and eliminating the worst aspects of poverty, the elitist approach to development will have to change. It took two decades for people to realize that the system that was initially established was expensive and irrelevant. It often served as a sinecure for colonial officers left by the receding tide of imperialism. Often, these ex-colonials marched off toward what they called Modernism. They built dams and highways and hospitals in which the doctors practiced on people when they were already sick, instead of preventing illness through effective health programs. The foreign experts—as well as their "local" counterparts—lived in the city and believed that what was good for urban residents was good for those who lived in the villages.

The second set of "experts" came from a wider pool of technicians working for United Nations agencies. They too were mostly city gents bent on "transferring technology" from Europe and America to the developing world. The era of high dams and hydropower plants that loomed like indifferent giants over the heads of the villagers was followed by the era of overpasses and underpasses that became the new symbols of modern development. And still the Third World's foreign-aid debts grew while opportunities for a tolerable life for the rural people dwindled. The people trekked to the cities to find jobs. But the pilgrimage was too late; there were too few jobs to go around.

At the great development-planning centers—all in metropolitan cities of the industrial democracies—some belated lessons were being learned. The benefits of the transfer of technical assistance and money were not trickling down to the villages as the experts had expected. Social and economic distinctions separating the cities' elite and the country gentry from the rural poor were powerful barriers against an equitable distribution of development gains. "Top down" development strategies—one of those bureaucratic phrases that means less than meets the eye or ear—was found to be in effective because without the willing and active participation of the people whose lives would be affected, no true social change could occur. At long last it had also become evident that if technical expertise was to be useful, it had to be directly relevant to the village.

This year's "World Development Report" of the World Bank enshrines these lessons. It says that efforts to improve people's lives must begin where the people are, that human beings are what development is all about, that the village community is the building block of national growth. That is indeed a tour de force from a body that has spent 30 years supplying money and experts to finance, top-down development programs. It is a document that has given legitimacy to the notion that villagers are bankable even if they cannot yet sign a check.

They tell a story about the visit by Robert McNamara, the World Bank president, to a village in Asia. The area has been developing rapidly because now it has access to water that can be used for irrigating the croplands. McNamara remarked to

1. A rural development expert who lives in the village and connects people with institutions.

a farmer: “I hear you are becoming prosperous.” The farmer replied yes, things were improving. “And what is your annual income now?” asked McNamara. “None of your business,” replied the farmer and walked away. That is the most heartening human development story I have heard in many a year. But perhaps the best thing about it is that the person who tells the story is Robert McNamara himself. And this Asian village is the village in which Mr. Khan lives.

UNICEF

United Nations Children’s Fund
Fonds Des Nations Unies Pour L’enfance

INTEROFFICE MEMORANDUM

TO: As listed below Date: 11 March 1982

FROM: Margaret Y. Catley-Carlson File No.: _____

SUBJECT: Training seminar on community participation: expertise of Mr. Khan

I know that there has been a good deal of discussion on this matter but I thought it would be useful to establish a collective appreciation of the operational responsibilities for proceeding to examine the feasibility of a seminar, to organize participation, set agenda, do arrangements, etc. I believe that the general desirability of holding such a seminar to use Mr. Khan’s expertise and impressive performance in this area was raised by Richard Jolly some weeks ago. A letter received from Dick Heyward after his visit to Colombo reiterates the desirability of trying to replicate Mr. Khan’s skills among as many as possible persons working with and for UNICEF. Dr. Badran on her visit here confirmed the desirability of such a move and suggested that the only possible “Window” for time would be toward the end of November, early December. These dates should of course be verified.

A decision is presumably needed on whether we will proceed with such a seminar workshop. Mr. Morch might take the lead in orchestrating this decision. Subsequent decisions on organization, conduct, etc., should flow from the initial decision and be decided at that time.

I will be interested in a progress report in due course. There is no particular reason why I should be involved in setting up this seminar. My interest is rather to make sure that we are properly seized of the question.

Ms. Badran
Ms. Hollnsteiner
Mr. Jolly
Mr. Morch

cc: Mr. Grant
Mr. Heyward
Mr. Nyi Nyi

Aga Khan Foundation's seal

21 June 1982
Mr. James P. Grant
Executive Director c/o UNICEF
Palais des Nations
1211 Geneva 10

Dear Mr. Grant,

I have been trying to telephone you in regard to Mr. Shoaib Sultan Khan, who is currently working for UNICEF as a Consultant to the Mahaweli Project in Sri Lanka. I understand that you have been in China and are due to be in Geneva from July 2nd to 6th. I very much hope that we may have an opportunity to talk while you are in Geneva. I will try to telephone you during your visit.

This letter in intended to set out the background of our interest in northern Pakistan and in Mr. Khan, and to enquire formally whether it might be possible for UNICEF to second Mr. Khan to work on rural development in that area.

For many years I have been deeply concerned about the poverty and associated problems in health, nutrition and education in the mountainous areas of northern Pakistan. Our Central Health Boards in Pakistan concentrate the bulk of their activities in that region. We operate a network comprising 20 medical units and 122 schools as well as other programmes aimed of promoting human welfare. Our activities in the region have benefitted greatly from close collaboration with and assistance from UNICEF.

More recently, the Aga Khan Foundation has the privilege of working directly with UNICEF and the government in the Community Basic Services project in the Northern Areas.

For some time, we have been considering ways to complement these social welfare activities with a broader approach to rural development in the region. We have just formed a private, nonprofit company, registered in Pakistan and entitled the Aga Khan Rural Support Programme (AKRSP).

The AKRSP is conceived as a small organization with entrepreneurial and catalytic functions to promote rural development, Specifically, its functions will be:

i) to identify income generating opportunities in regions;
ii) to prepare projects to make use of these opportunities;
iii) to implement small projects to test approaches, technologies and organizational forms appropriate to the development of the region;
iv) to "sell" prepared projects and the results of our testing to government agencies, international donors and the private sectors;
v) to develop local organizational structure and skills to plan and implement development activities;
vi) to assist government in conceiving a long-term framework for development of the region in ways that protect and increase the productivity of the fragile environment.

The AKRSP will function in close collaboration with government agencies in the region, and has received strong support from all relevant government officials.

The Aga Khan Foundation will provide with a core budget to meet the costs of staff, logistic support, training programmes and small projects. In 1983, the budget for the AKRSP from the Foundation is likely to be $ 600,000.

With any small organization devoted to the challenge of rural development, the key to success lies in the caliber of the staff. The Board of Directors is currently recruiting the professionals for the AKRSP. We would prefer these staff to be the Pakistanis of the highest quality. As we began searching for a suitable person for the post of General Manager. Many people mentioned Mr. Shoaib Sultan Khan as being one of the world's foremost exponents of rural development.

When contacted, Mr. Khan made it quite clear that he was under a five-year contract with UNICEF and that he had no intention of breaking that contract. However, he did note that he had a strong interest in working in Pakistan on rural development. And he felt that the special challenge of a small private organization devoted to northern Pakistan made it worth his while to attend an interview with the AKRSP Board of Directors at the end of the last month.

The Board of Directors unanimously decided that Mr. Shoaib Sultan Khan was by far the strongest candidate among the applicants for the post of General Manager. The Board has, therefore, asked if I would explore with you the possibility of UNICEF seconding Mr. Khan to work as General Manager of the AKRSP, Mr. Khan can be released from his present assignment in Sri Lanka.

I fully recognize that this is an unusual request, and one that may pose special problems because Mr. Khan is a Pakistani and because the assignment would be in his own country. With the history of collaboration between our institutions and with UNICEF's own strong interest in the Northern Areas of Pakistan, however, I very much hope that you may be willing to give sympathetic consideration to this request. I am prepared to make a major investment in rural development in this region, and

anticipate that the lessons learned may also have significance for other high mountain valley areas. I also intend that the AKRSP should function as a direct complement to the community basic services project in seeking to transform the quality of life in the Northern Areas.

If a secondment is possible, I would propose that Mr. Khan should remain fully on the staff of UNICEF and should be paid at the rate appropriate to an international staff member of his standard working in Pakistan. The AKRSP would be pleased to reimburse UNICEF for all of these costs.

I look forward to discussing this matter further with you.

With kind regards.

Yours sincerely,
Sd/- Aga Khan

SEAL

UNICEF

United Nations Children's Fund Funds Des Nations Unies Pour L'enfance

United Nations, New York

24 August, 1982
RPS/82/1998

Your Highness,

Thank you very much for your letter of 27 July, addressed to Mr. Grant. In Mr. Grant's absence, I am writing to confirm that it will now be possible for UNICEF to arrange the secondment of Mr. Shoaib Sultan Khan to your Foundation for a period of three years, starting 1st December, 1982. After, the period of secondment, Mr. Khan will be expected to resume his career with UNICEF.

It might of interest to you to know that the secondment of a staff member holding a project appointment with UNICEF constitutes a major exception to our policy. Mr. Grant has agreed to this exception only because he wishes to respond positively to the personal request of Your Highness and to demonstrate UNICEF support for the very special and important work for children being done by the Aga Khan Foundation.

I hope that you can appreciate that it will therefore, not be possible to envisage administrative arrangements which have the effect of direct UNICEF retention of Mr. Khan as a UNICEF staff member or for UNICEF to pay him during his period of secondment. We have, on the above mentioned exceptional basis, arranged for Mr. Khan to contribute to the UN Pension Fund and to be given another post with UNICEF following his period of secondment to the Aga Khan Foundation.

His Highness the Aga Khan,
Secretariat – Aiglmont,
F-60270 Gouvieux,
France.

Attached is a schedule of payments, including salary and allowances for Mr. Khan in his present position with UNICEF. As we have been able to arrange for Mr. Khan to continue to contribute to the pension fund during his three years with your Foundation, the amount of contribution to the pension fund per month is also stated in the attached schedule.

We are pleased it will be possible for Mr. Khan to work with your Foundation in such an important programme (AKRSP) which, we are sure, will further enhance the close working relationship between UNICEF and your Foundation in our shared goals of improving the living conditions of families and children in the developing world.

Please accept, Your Highness, the assurance of my highest consideration.

Yours sincerely
Sd/-
Jane Campbell
Chief, Recruitment and Placement

Cc: JPG
MC-C
RJ
M A-B
H. Badran
S.S. Khan
D.Haxon
Sdis Frdk
R. Hermano
RJS
BC
SJ

AGA KHAN FOUNDATION

3 June 1983 RS/dg

Mr. Shoaib Sultan Khan
General Manager
AGA KHAN RURAL SUPPORT PROGRAMME
Babar Road
GILGIT / Pakistan

My dear Shoaib,

At the end of last month, His Highness was in North Yemen for a seminar on architecture. During this time, he met an Algerian women engineer (whose name we believe is Zohra Murad Beg), who has been working in Yemen for the last seven years. HH discussed with her the possibility of having a rural development programme in Yemen along the lines of what you are doing in the Northern Areas. HH gave Zohra Beg a copy of the AKRSP Progress Report, and encouraged her to try to contact you by telephone to discover more about what you are doing.

There is also some possibility that Bill de Spoelberch, you and I might be asked to go to Yemen later this year to explore the possibilities in rural development.

Finally, I should pass on to you that HH told Bill that he was "hypnotized and generally fascinated" by the AKRSP methodology. Congratulations![2]

2. What better appreciation can one think of! This work is so mundane and so magical at the same time. At times reality becomes more captivating than fiction.

With warmest regards,

Yours sincerely,



[signed in his absence:]
Robert d'Arcy Shaw
Director of Speical Programmes

PERSONAL AND CONFIDENTIAL

AGA KHAN RURAL SUPPORT PROGRAMME
Babar Road,
Gilgit, Northern Areas, Pakistan
Phone: 480-779
Cable: AGAFOUND
August 17, 1984

SEAL
General Manager

My dear Bob,

I hope this letter would not upset you unnecessarily but I feel that you should know about these developments.

On the night of August 5, the Commissioner came to see me at my residence with a message from the MLA which had direct bearings on my family members. The message was delivered, so I was told, to put me on guard and to protect my interests. The whole thing was so distressing and ridiculous that I sought an immediate interview with the MLA which he readily granted on his return to Gilgit on the evening of August 8, at his residence.

Maj. Gen. Safdar Ali Khan, the new MLA, vouched for tremendous respect and good will that he had for me and it was for this reason that he desired to share the intelligence information with me. He referred to three matters:

i) Brig. Anwar Muniruddin, the former DMLA Gilgit, who was nominated for attending a course at the National Defence University, Washington, had been stopped from going abroad (just a day before he was due to leave) on the grounds that while at Gilgit he fraternized with foreigners in company of my daughter (Afshan).
ii) My daughter in Peshawar (Falaknaz) was engaged in smuggling gems from Northern Areas in collusion with Frank Saunders (FAO consultant based in Gilgit); and
iii) I had taken known CIA agents on visits to different valleys in the district of Gilgit.

I explained to the MLA that Afshan has been educated abroad and that is the reason for that complete lack of inhibition in meeting foreigners. Brig. Munir was a family friend and in fact while going abroad, I had especially requested him to look after Afshan who was staying all alone in Gilgit. The Saunders (wife, two sons and daughter) used to visit Afshan and Brig. Munir might have gone in her company to Saunders' place and for a few odd foreign visitors, I didn't know of Munir's fraternizing with foreigners in my daughter's company. The MLA regretted the whole incident and wished that Munir should have been warned beforehand if anything objectionable had come to the notice of the authorities about his conduct.

I told the MLA that my daughter from Peshawar, Falaknaz, visit me at Gilgit for a period of less than three weeks and during this period, she went only once to Saunders, along with Afshan, for dinner. The agencies could not have cooked up a more absurd and mischievous charge. I informed the MLA that not only I pay nearly Rs. 30,000/- income tax per month, but that my daughter's husband is a squadron leader in the Pakistan Air Force. The MLA felt quite concerned at my distress and assured me of his complete faith in my daughter's innocence but only took me in confidence because the agencies seem dead sure of Saunders involvement in gems smuggling and of his visits to Peshawar in this connection. Falaknaz's name came up as a possible link.

Regarding the visits of foreigners to AKRSP, I showed the MLA a list of visitors who had been given necessary clearance by the intelligence agencies to travel by helicopters which included the name of Frank Saunders also. The MLA said that I was not expected to know who were security risks and this was clearly the responsibility of the concerned agencies. Of late, he had received adverse reports on Waclaw Micuta and Mrs. T. Abdullah. I offered to furnish reports to the MLA on foreign visitors in advance, if he so desired. Mr. Micuta had been in the country for over four months under the aegis of the UNHCR before he came to Gilgit. Nothing adverse was told to us about Mrs. Abdullah nor did she indulge in any nefarious activity according to our observation as she did not go anywhere unescorted.

I informed the MLA that on the President of Pakistan's last visit to Northern Areas, I had asked for his intercession to save the AKRSP from the intelligence agencies, it now appears that the agencies have left the Programme but made my family the focus of their attention. Under the circumstances, I told the MLA that it would be difficult for me to continue my association with AKRSP and I would like to leave. But since I owe an explanation to His Highness, as it was through his personal intervention that UNICEF had agreed to loan my services, I shall have to apprise him with the reasons for my decision to leave AKRSP. My daughter Afshan is already undergoing mental agony and torture and has decided to leave Gilgit and not to come back. My wife is greatly distressed at the ludicrous and unfounded allegations at my daughter living in Peshawar besides the agony caused to her due to Afshan's condition and dismay.

The MLA, who appears to feel for the AKRSP in a special and genuine way and has also tremendous goodwill for me, assured me that nothing will happen to me or my family till he remained the MLA. He informed me of these reports because he felt I should know about these matters in case there was any need for preventive or[3] precautionary steps. The MLA categorically and emphatically dissuaded me from writing to His Highness or entertaining even the idea of leaving the Programme. He assured of his fullest cooperation and support.

Bob! I have accepted MLA's assurances. With the exception of Afshan, who is very upset, Musarrat and Falaknaz have taken the whole affair very well. I do hope this is the last of such reports I am going to hear.

With profound apologies, I remain.

Ever yours,

Mr. Robert Shaw

sd/-

Shoaib Sultan Khan

AGA KHAN FOUNDATION

4 September 1984 GS/dg

Mr. Shoaib Sultan Khan

General Manager

AGA KHAN RURAL SUPPORT PROGRAMME

Box 506 - Babar Road

GILGIT / Pakistan

PERSONAL & CONFIDENTIAL

Dear Shoaib,

I came back from leave to find two communications concerning AKRSP. The first -- and the one which reflects my personal judgment also -- is CIDA's testimony to the remarkable work which you have carried out in such a brief space of time, in the form of a Cdn $3.24 million vote of confidence.

The second, which Bob asked me to read on a personal and confidential basis, was your personal letter to him dated August 17th concerning a set of absurd allegations. I know how distressing such ridiculous assertions must have been to you and your family, especially when you and they have been putting up with a lot so that you can assist your fellow countrymen. I regret deeply that you had to put up with that nonsense, and am grateful that you found the courage to put it behind you.

3. Isn't it amazing to note how frequently intelligence agencies suspend the use of intelligence in dealing with new ideas, practices and people. 'New' always appears something like an 'enemy agent' to them trying to creep into the dark recesses of their souls and trying to turn their world upside down. Unfortunately this was not the first time it happened to Shoaib Sultan Khan. In 1972 when he started a similar program in Daudzai area of NWFP he was accused of being a CIA and KGB agent (at the same time). The 'other' inside or outside was always conceived of as an enemy. However, when his services were recognized and appreciated by the 'others' he was welcome back to the fold. To his credit nothing could deter him from his path and it was his capacity to deal with all the adversity without converting his grief into grudge and using challenges as opportunities to strengthen the bonds that he was able to play a critical role in social transformation in Pakistan..

With my warmest personal regards to you and your wife. If I can do anything to help, I am sure you will let me know.

Yours sincerely,



Guillaume de Spoelberch
General Manager

Maj Gen Safdar Ali Khan
Martial Law Administrator
Zone 'E' Gilgit
Telephone : 2777
5984/ 10 /PA
29 June 1985

Mr Shoaib Sultan Khan
General Manager
Aga Khan Rural Support Programme
Babar Road, Gilgit

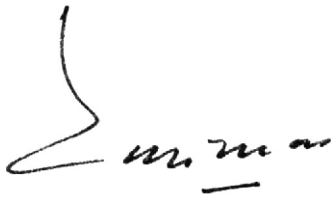
My Dear Mr Shoaib,

Thanks for the copy of Second Annual Review. The achievements reflected there in are a very sound proof, as if the proof was needed, of dedication to an excellent cause, ie, the exclusive benefit for the poor of Northern Areas. I am quite sure that with your devotion, hard work, sincerity of purpose, and present pace of work, the day of complete transformation of the entire area is not very far. Amin.

Please convey my deep appreciation to al1 members of AKRSP for such a wonderful performance but particularly the driving spirit and force of AKRSP, ie, you self.

With regards,

Yours sincerely,



Secretariat de S. A. Le Prince Aga Khan
MEMORANDUM

A: Bill de Spoelberch
De: His Highness the Aga Khan
Date: 1st July 1985
Sujet: Shoaib Sultan Khan - My discussion with Mr. J. Grant
Réf: myp

Dictated by His Highness
and signed in his absence



I spoke to Jim Grant on 26th June and I found him most warm and friendly. I explained to him why I was calling and went through a number of the points you suggested I bring to his attention in the memorandum which you sent me on the matter on 18th June.

Mr. Grant listened patiently and then said that just recently he had been reviewing UNICEF'S performance worldwide 'and had come to the conclusion that within the UNICEF system there were approximately 30 "bright lights" to which he was particularly attached and which he wishes to retain in the UNICEF system. He was therefore rather eager to have Shoaib returned to UNICEF and all the more so as he (Jim Grant) had just visited Sri Lanka and was extremely happy' to note how the work which Shoaib has done there was continuing to produce excellent results.

He added that he was very well aware of the importance and success of the AKRSP Programme under Shoaib's leadership and as he recognised the quality of what we were doing, he would not really wish to rob Peter to pay Paul and his decision would therefore essentially be based on Shoaib's own wishes. He told Mr. Grant that I was satisfied that Shoaib did want to stay with AKRSP as I had met him recently, but that I also know that he had spoken to Mr. Manou Assadi of UNICEF who was also aware of Shoaib's wish to stay with us.

Mr. Grant said that in fact he was in the middle of a staff meeting and as Mr. Assadi was in the meeting, he would speak to him and give me UNICEF'S answer if I would call back 15 minutes later.

This I did and Mr. Grant confirmed that we could retain Shoaib for two years, subject to his confirming to UNICEF officially that he would like to remain with AKRSP.

During my first discussion with Mr. Grant, I had asked that we should have the right to retain Shoaib for two to three years, and it Was Mr. Grant who, in our second conversation, mentioned the figure of two years. I do not think there would be any problem in our retaining Shoaib for three years and I suggest that when he speaks or writes to his UNICEF contact, he should say how happy he is to have an additional two years with AKRSP, but that he thinks he may actually require three years and wishes to mention this to UNICEF so that they are forewarned that he may feel that he has to make an additional request for another year.

If you think this would put Shoaib in difficulty with UNICEF, I suggest we discuss this when we next meet. In any event, I could not be happier that we have Shoaib for another two years.

I mentioned to him twice the idea of closer collaboration between the AKRSP Village Organizations and UNICEF's Community Basic Services Programme. He listened to my comments, but did not take the point any further. I had the feeling that this was probably too detailed a matter for him to be aware of, and if, as I think, we should decide to renew our offer on this matter to UNICEF, it probably can best be done by Shoaib in direct contact either with UNICEF New York, or UNICEF Pakistan.

AGA KHAN FOUNDATION

2 July 1985 RS/dg

Mr. Shoaib Sultan Khan
General Manager
AGA KHAN RURAL SUPPORT PROGRAMME
Box 506 - Babar Road
GILGIT/Pakistan

PERSONAL & CONFIDENTIAL

My dear Shoaib,

Bill came back from Aiglemont this morning bringing a memorandum from His Highness on the latter's conversation with Jim Grant last week. I enclose a copy of that memorandum, which should obviously be only for your personal use.

It would be an understatement to say that we are all absolutely delighted that His Highness has taken this matter up, and, of course, with the response from Jim Grant.

As you will see from the second page of the memorandum, there is one small step that now needs to be taken. I should be most grateful if you could write officially to UNICEF, referring to His Highness' conversation with Jim Grant, and confirming that you would like to stay with AKRSP on secondment from UNICEF. You will see from the second paragraph on page 2 that His Highness suggests that you should accept the two-year extension, until the end of 1987, but might hint to UNICEF that the second phase of AKRSP might require a third year, depending on progress.

I would very much appreciate your sending to Mr. Ramzan Merchant and to me a blind copy of your letter to UNICEF.

From the final paragraph, you will see that Jim Grant did not regard a quid pro quo as important. As far as a closer relationship with CBS is concerned, I would suggest that you make tentative enquiries yourself, in the light of what you believe to be desirable for the development of AKRSP. We can perhaps discuss this further when we next meet.

Lastly, the memorandum itself speaks volumes for the regard in which you are held. I can only reiterate how much we share these sentiments.

With warm personal regards,
Yours sincerely,



Robert d'Arcy Shaw
Director of Special Programmes

CC: Ramzan Merchant

UNITED NATIONS CHILDREN'S FUND
FONDS DES NATIONS UNIES POUR L'ENFANCE

United Nations, New York, N.Y. 10017
Cable Address: Unicef - Telephone: (212) 754-1234

18 October 1985
Ref: DIR/DOP/REF/584-85

Dear Shoaib,

I write to thank you for your letter of September 22, 1985, ref. no. AKRSP/GM/1505, regarding extension of your secondment to Aga Khan Foundation.

Mr. Grant indeed responded to His Highness the Aga Khan about your extension through a telephone conversation in the first week of September. I was actually present when the conversation took place. The extension was agreed to after a quick consultation by Mr. Grant with his Deputies and myself.

However, as you may be aware, there are time limits on extensions of secondments and, in your case, it has exceeded what is allowed under present rule. However, because of your qualities, performance while in the employment of UNICEF, as well as the experience you are gaining in the Rural Support Programme in your present job, I do not see much difficulty for the Organization to re-absorb you when you are through with the current extension.

Wishing you the best of luck and with regards.

Yours sincerely,

Manou Assadi
Director
Division of Personnel

Mr. Shoaib Sultan Khan
Aga Khan Rural Support Programme
Babar Road
Gilgit, Northern Areas
Pakistan

Shoaib Sultan Khan
15 Heather Walk
Edgware
Middlesex HA8 9TS
England

21 January 1986

Mr. Manou Assadi
Director of Personnel Division
UNICEF
U. N. Plaza
New York, N. Y. 10017
USA

Dear Manou,

I am ever so grateful to Mr. Grant for agreeing to the two-year extension in my leave without pay (LWOP), enabling me to continue working with the Aga Khan Rural Support Programme (AKRSP) till the end of 1987, thus sanctioning an unprecedented 5 years of LWOP to a fixed-term contract holder.

Of late, I have been reviewing my position vis-a-vis UNICEF and the AKRSP. Since you were the one who introduced me to UNICEF, by inviting me to the 1977 Special Committee Meeting at Manila, you are well aware of my feelings and the high esteem in which I hold UNICEF. I owe tremendously to the Organization and its Paul Ignatieffs, Eimi Watanabes, Hoda Badrans and score of others, who afforded not only an opportunity to do something I was deeply interested in, but also gave enthusiastic and unwavering support, despite the non-traditional and non-conformist nature of the programme.

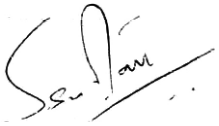
What also impressed me greatly in UNICEF was the rapport between the field and the headquarters. It was always a pleasant surprise for me to find out how much Mr. Grant, Mr. Heyward, Mrs. Catley-Carlson or others in the headquarters knew about my work. I owe a special debt of gratitude to Mr. Tarzie Vittachi, who made me world famous - I could not have asked for a greater recognition or a higher compensation for the four lonely years I spent in the jungles of Mahaweli in Sri Lanka.

It was partly for these reasons, amongst others, that I wanted to retain my ties with UNICEF, however tenuous, and subjected both His Highness the Aga Khan and Mr. James Grant to considerable personal inconvenience, to get LWOPs sanctioned.

When I originally joined AKRSP three years ago to work in the Northern Areas of Pakistan, I only envisaged staying a relatively short period to launch the programme. over the last three years, however, I have developed an enormous attachment to the people of this region and a deep appreciation of the opportunities created by AKRSP to evolve a significant approach to development with a suitably long time frame. In these circumstances, I see no possibility of wrenching myself away from this work in the near future.

Since I recognize that UNICEF has been extremely generous in granting me LWOPs over the last three years, and that their extension is causing difficulties within the organization, I consider it my moral obligation to notify you of my intention to leave UNICEF, with immediate effect. I am asking His Highness the Aga Khan for the opportunity to continue to serve the people of the Northern Areas of Pakistan for the next several years. This is a decision that I do not take lightly given the unwavering support I have had from UNICEF, and from you personally, since 1977. I trust you will understand, however, that I do not think it fair to continue to request LWOPs when my heart lies with my work in the remote north of my own country.

With warmest personal regards,
Yours sincerely,



(Shoaib Sultan Khan)

February 6, 1986

NOTE FOR THE RECORD

At the UNICEF Headquarters, met the following (0900-1700 hours):

- Mr. Manou Assadi, Director Personnel
- Mr. Tarzie Vittachi, Deputy Executive Director
- Mr. Hans Narula, Deputy Director Programming
- Mr. Akram Piracha, Chief Asia Desk
- Mr. Heyward, Former Deputy Executive Director
- Mr. Tarique Faruqui, Internal Auditor
- Mr. Zamir Ahmed, Internal Auditor

Manou Assadi had received my letter notifying him of my intention not to rejoin UNICEF. Assadi wanted me to withdraw the letter, if it was instigated due to the mix up in extension of the LWOP. I assured him that the reasons given in my letter indeed motivated my decision. Assadi greatly appreciated the sentiments expressed in the letter about UNICEF and some of its personnel to whom he was sending copies. He further said that he felt envious of me that I had got an opportunity to work in my own country and wished me the very best of success. As a postscript, he said that I was always welcome to rejoin UNICEF, so long as he was Director of Personnel, as and when I wished.

Tarzie Vittachi promised to pay a visit to AKRSP this year and had already asked the UNICEF Representative in Islamabad to arrange a programme of his visit to Pakistan which he had not visited for the last ten years.

The programming and Asia Desk officials discussed the potential of village organisations for mass immunisation and promised to pay a visit to AKRSP during their forthcoming visit to Pakistan in March.

Mr. Heyward, who has kept himself in touch with the programme throughout progress reports, discussed progress of the programme. The internal auditors, being Pakistanis, expressed a deep interest in AKRSP and its progress.

The Consul General of Pakistan in New York, Mr. Hadi, who was one of my former probationers, came to see me at the hotel before my departure for the airport and suggested that on my next visit, I should give a talk on the programme to a group of intellectuals and opinion leaders interested in the development of Pakistan.

UNITED NATIONS CHILDREN'S FUND
FONDS DES NATIONS UNIES POUR L'ENFANCE

United Nations, New York, N.Y. 10017

Cable Address: Unicef - Telephone: (212) 754-1234

6 February 1986
Ref: DIR/DOP/163-86

Dear Shoaib,

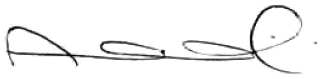
I am writing to acknowledge with thanks your letter of 21 January 1986. I have mixed feelings after reading your letter. On the one hand, sad to see you leave UNICEF and on the other hand, happy knowing that you are going to continue to work for soma of the most deprived people of your country and in a very interesting project.

In actual fact, I envy you for the latter. If you remember, I told you last year that it is one of my dreams to go back for a year at least to a rural community and although a bit late in my life, to understand just a bit of the people for whom this Organization has a mandate.

For the sake of formality, on behalf of the Executive Director and for a good cause which has motivated you to resign from the Organization, I hereby accept your resignation.

Best regards wishes

Yours sincerely,



M. Assadi
Director
Division of Personnel

Mr. Shoaib Sultan Khan
15 Heather Walk
Edgware
Middlesex HA8 9TS
England

cc: Tran Phu

November 19, 1986

NOTE FOR THE RECORD

Subject: Visit of Mr. James Grant, Executive Director
UNICEF, to AKRSP.

As planned the Executive Director along with Mrs. Ethel Grant landed at the Gilgit airport by Helicopter at 1130 hours, accompanied with Mr. Kaleem Ahmad (a former probationer of SSK), Joint Secretary, Ministry of Health, Mr. Dan o'Dell of UNICEF, Islamabad and Dr. Faheem, Assistant Director General, Health Division.

He visited AKRSP offices at 1300 hours and over lunch watched the Valleys in Transition and listened to a briefing given by SSK. Since the briefing had to end at 1415 hours to enable the team to undertake the planned field visits, Mr. Grant desired to continue the discussion at 1830 hours.

The helicopter ride to Soust was spectacular, although the weather did give some anxious moments to the passengers which also included the Administrator to Northern Areas, Mr. Khattak.

After seeing the Soust Irrigation Tunnel and the project, Mr. Grant declared it 'inspiring' and took many photographs including the CIDA plaque for the benefit of Chairman CIDA, Mrs. Catley Carlson.

At VO meeting which was attended by a large number of women and children also, the Manager of the VO informed the guests about the progress of the village organization to date and highlighted the PPI, the savings of Rs.83,000, the use of fertilizer on credit, the loan taken for tractor etc., and repayment of the final instalment, training of livestock and plant protection specialists and their performance, coordination of VO with CBS and AKHS whose representatives were also present and their future planning. The Manager also thanked Mr. Grant for making SSK's services available to the area. The guests were also presented with local 'Chugas' and a ceremonial 'Yak'.

Mr. Grant in his address to the VO dubbed their achievement in three years as a 'miracle' which had given him great hope for the future of the third world. He observed he was greatly encouraged and inspired by the example set by Soust VO.

On return the party briefly landed at Mir Ghazanfar's Palace, who hosted a sumptuous tea. Within 15 minutes the helicopter took off and landed at Gilgit army helipad at 1714 hours.

Promptly at 1830 hours Mr. & Mrs. Grant accompanied with the Administrator reappeared at the AKRSP's office and had a one and half hour discussion on issues pertaining to replicability, role of NGO and new lessons learnt by SSK at Gilgit.

Mr. Grant concluded by saying that normally when a dedicated and dynamic person leaves a project, he had organized, the tempo ebbs away in course of time and very little of the good work lasts. He was happy to observe that in Scheme 'H' of Mahaweli despite Shoaib's coming away, even after two years, the initiatives taken by him in the area had not only survived his departure but also multiplied. One reason for his coming to Gilgit was to see how Shoaib was doing here. It has been heart-warming whatever he had seen during the course of the day and given him the hope for the future.

On being presented a video account of his AKRSP visit, Mr. Grant was thrilled and dubbed it real professional. Mr. O'Dell informed that the product was the effort of one man unit headed by *Karim Jan*.

In a private conversation Mr. Grant mentioned to SSK that he and His Highness had discussed quite a few times to make a joint programme to Northern Areas, but unfortunately their plans never 'enmeshed'.

AGA KHAN FOUNDATION

December 11, 1992

My dear Shoaib,

The days have been going by so quickly, and have been so full recently, that I have failed to notice that it is already ten years ago (yesterday, if I recall correctly) that you and I set off up the Karakoram Highway to install you in Gilgit. That, of course, was the start of the extraordinary adventure that is the Aga Khan Rural Support Programme. Frankly, it does not feel like ten years. And yet, the programme has achieved so much for the people of the Northern Areas and for the Aga Khan Development

Network in that time. On behalf of all of us in Geneva, I would like to salute you on this tenth anniversary, and to pay tribute again to the outstanding leadership and dedication you have shown over that time.

With very best wishes to you and all the family for the New year.

In admiration,

Mr. Robert d'Arcy Shaw,
General Manager,
AKF Geneva

AGA KHAN FOUNDATION

11 December 1992 RS/dg

Mr. Shoaib Sultan Khan
Sector F-6/4
House No. 8
Aga Khan Road
ISLAMABAD/Pakistan

My dear Shoaib,

After the discussions we had with His Highness in Aiglemont, I am very pleased to be able to offer you a new contract for a long-term consultancy with AKF. I trust that this contract adequately reflects both the discussion in Aiglemont and our subsequent conversations on the subject of title and responsibilities. Please note that this contract extends for two years from January 1. As a result, it replaces your existing contract letter dated January 27, 1986. Whereas this contract has a two-year life, it is our expectation that there will be continuing AKF work for you beyond that limit. Subject to mutual agreement before the end of this contract, we would hope and anticipate that we might be able to sign a further agreement.

From both personal and professional viewpoints, I am delighted to be able to offer you this new contract. If it is acceptable to you, I would be very grateful if you would countersign the copy and return it to me.

It remains only for me to wish Musarrat and you a happy and productive New Year, and to hope that your three months in Nagoya will be both a good break and a rewarding intellectual experience.

With kind personal regards,

Yours sincerely,



Robert d'Arcy Shaw
General Manager

P.S. I would draw your attention to the conditions of the contract, and particularly to paragraph 4.

NOTE FOR RECORD

Confidential

Subject: Meeting with His Highness the Aga Khan on June 16, 1994 at 1900 hours at HH's Paris Residence.

I am most grateful to Bill Spoelberch for having arranged this meeting at my request. His Highness, as always, received me most graciously and kindly. I explained to HH that I have come to seek his permission to take the assignment with UNDP and would never do so without his blessings, as I can never forget what HH has done for me and my family over the last twelve years. HH in most magnanimous terms acknowledged my contribution to AKF and what I had done for him and expressed pleasure at the acceptance of the AKRSP model internationally. HH enquired about the autonomy, flexibility and support UNDP was prepared to give me in selection of staff and implementation of the programme. I informed HH that UNDP has already dubbed it as their "flagship programme" and I have made it abundantly clear to them the requisites for success of the AKRSP strategy. HH expressed satisfaction on hearing this.

HH enquired about the situation in Pakistan and asked if there were any particular people on whom AKF should concentrate. I informed HH that the President of Pakistan, Mr. V. A. Jafarey, Ms. Shahnaz Wazir Ali, Mr. Aftab Ahmad Khan Sherpao and most of the senior officials have great goodwill towards AKF, however it was the Prime Minister who had the final say in all matters and she apparently had strong views of her own in most matters.

Turning to AKRSP, HH observed that he had the feeling that for the last two years, the programme was drifting and it would be unfortunate if AKRSP does not achieve its ultimate objective of sustainability having made such commendable progress in that direction. HH underscored the need for a clear vision and said he was very comfortable with me because I knew what HH wanted and implemented it. HH wasn't very sure if my successors were in the same position and expressed his intention to spend sometime with Steve.

I tried to reassure HH that the foundation of AKRSP was very firm and strong because it was based on the village organisations and their activists. They shared the vision of sustainability and were willing to and had already taken over many of the responsibilities, what they now needed most was a lobbyist, an intermediary to facilitate access to resources and services and a watchdog to prevent exploitation by activists and the better off villagers of the not so fortunate majority. HH interjected that the VOs would also need new technology and I clarified that this would be one of the most important functions of the AKRSP core, because the thirst of the VOs for new technology was insatiable. I submitted to HH that after Hussain Wali's resignation, Steve in my view, was the best candidate available but unless the authority and autonomy I enjoyed, were also vested in the new General Manager, the programme cannot make real progress. HH enquired as to how long the VOs would take to shoulder responsibility for social sector interventions. I informed HH that this had already commenced and has been happening in many VOs for quite a few years, especially in the field of health, because of the initiative taken by Steve and now Aziz Currimbhoy has started a similar approach for AKES. But the big test for VOs would be the management of community schools and drinking water schemes under the social sector programme (SAP). I informed HH of the World Bank offer to Pakistan to set up a US$ 20 million motivational fund to ensure community participation in implementation of SAP and the stand the donors took at the Paris consortium in favour of NRSP.

In regard to SOC, I submitted to HH the salient features of the recommendations of Ron and Mary of setting up a holding company entitled Development and Finance Support Corporation with commercial banking separated from managed credit or rural banking not for profit. In case of AKRSP core, I submitted to HH about the need for an endowment to place it on a permanent basis. I gave AKF's example which without HH's support, cannot survive and we do not want to create similar kind of demands on HH and to my mind, time was opportune now to think of an endowment to put AKRSP core on a sustainable basis.

HH observed that he would like me to be always available to influence AKRSP, wherever I may be. I informed HH of the written assurance Bob has obtained from UNDP of my continuance on the AKRSP Board and the AKF National Committee and the impression I gathered during my visit to the UNDP headquarters at New York of the importance of AKRSP as the lead programme in South Asia in institutional development at the grassroots and the impact it will have on the demonstration pilots in other countries of the SAARC region. I assured HH of my deep and abiding involvement with AKRSP for all times to come, unless HH decides himself to throw me out.

HH graciously asked about my wife and family and hoped to meet them, in Pakistan next November. He came to see me off to the staircase and I slowly climbed down the 12th century stairs deeply touched by His Highness's kindness.



(Shoaib Sultan Khan)

AGA KHAN FOUNDATION

23 May 1994 RS/dg

Mr. Hans C. von Sponeck
Resident Representative
United Nations Development Programme in Pakistan
United Nations Offices Diplomatic Enclave
No. 1, Block No. 2
Ramna 5, Islamabad
Pakistan

FAX: 2 page(s)
& by mail

Dear Mr. von Sponeck,

I am deeply sorry to have been so long in responding to your kind letter of April 13. As I had indicated to you on the telephone, the Aga Khan Foundation has the highest regard for Mr. Shoaib Sultan Khan and for the work he has done with the Aga Khan Rural Support Programme. As a result, it is with sadness and a strong sense of loss that we contemplate Shoaib's departure from the Foundation. Nevertheless, we are very pleased that he has been offered the opportunity to work on a broader canvas with UNDP on the evolution of community–Based rural poverty programmes in South Asia. The principal purpose of this letter is, therefore, to agree to Mr. Shoaib Sultan Khan's release from AKF to work with UNDP.

AKF is most grateful to you for your willingness to ensure Mr. Khan's continuing availability to AKRSP and AKF. During our telephone conversation, I had specifically asked whether it might be possible for Mr. Khan to continue to serve on the Board of Directors of AKRSP, as well as on the National Committee of AKF (Pakistan). These obligations would not be especially time-consuming, but Mr. Khan's continuing contribution to both functions would be extremely important for the continuation of AKF's programme in rural development in Pakistan. As you know, we very much hope that this programme can provide models for sustainable rural development in Pakistan and elsewhere.

In addition to continuing these two roles, you and I had also agreed that Mr. Khan would continue to be available to AKRSP, particularly for assistance in strategic planning and in relationships with government and donor agencies. I do net anticipate that this would require more than approximately ten percent of Mr. Khan's time during any year. Again, Mr. Khan's availability to continue to contribute to AKRSP in this way would be most helpful as we seek to continue the evolution of the AKRSP model. Your letter indicates that this should be possible.

With regard to Mr. Khan's starting date with UNDP, I very much hope that this can be August 1, 1994, as indicated in your letter. As you know, AKRSP is currently engaged in a vital strategic planning exercise, in which Mr. Khan is an essential member. We very much hope that this strategic planning exercise will be completed by July 31. But there is always the possibility of some slippage. Since it is most important to AKRSP and AKF that this strategic Planning exercise should be completed successfully, I very much hope that there might be some flexibility on the part of UNDP in regard to the starting date. Mr. Khan can keep the UNDP informed about progress with the strategic planning exercise. I should mention that every effort is being made to complete the strategic planning exercise by July 31.

I understand that you will shortly be leaving Pakistan for India. I very much hope that AKF in India can continue the collaboration with you that has been so fruitful in Pakistan. May I also take this opportunity to wish you every success in your new assignment, while thanking you for the excellent collaboration during the years that you were Resident Representative in Pakistan.

With kind personal regards,

Yours sincerely,



Robert d'Arcy Shaw
General Manager

cc : Shoaib Sultan Khan (London)

United Nations Development Programme

FACSIMILE

Date 2 June 1994 Fax No. (4122)\7360948 File No. PRO/300/AKRSP

To: Mr. Robert d'Arcy Shaw, General Manager, Aga Khan Foundation, Geneva, Switzerland

From: Hans-C. von Sponeck, Resident Representative/Pakistan Fax No. (9251) 822796

Message:

Dear Mr. Shaw,

I much appreciated hearing from you through your letter of 23 May. I knew that we would be able to come to some understanding on how to best utilize the experience of Mr. Shoaib Sultan Khan in our common interests. I consider the work he will be doing for UNDP in Pakistan and in the wider area of South Asia and his continued association with AKRSP as compatible and complementary.

To refer to your specific remaining queries, we would have no objection if Mr. Shoaib Sultan Khan remains on the Board of AKRSP as well as in the National Committee of AKF, with the understanding that Mr. Shoaib Sultan Khan's time in connection with strategic planning and contact with Government and donor agencies within the confines of AKRSP would require no more than upto 10%.

With regard to his actual transfer to UNDP, we would, at this point, look to 1 August 1994. Should there by a need for him to continue in his present assignment for one or two additional weeks, we would understand.

Let me end by thanking you sincerely for your good wishes. Having had the AKRSP experience here in Pakistan and knowing of AKF involvement in Gujrat, I am anxious to continue my close collaboration with the Foundation. AKF has shown a way to successful rural development; I respect AKF very much for this and look forward to AKF/UNDP continued close cooperation both here in Pakistan as well as generally in South Asia in the awareness that our objectives are essentially the same.

With kind regards,

Fax: cc: Mr. H. Karcher, Chief, WASAP Division, UNDP/New York

Hans v. Sponeck

Mr. Shoaib Sultan Khan
Sr. Adviser, Agha Khan Rura.
Foundation, Islamabad

Log No._____ Account to be Charged: UNDP_____ No. of Pages: 1 of 1

Chapter 2

Patronage of His Highness The Aga Khan

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NOTE FOR THE RECORD

Subject: MEETING WITH HIS HIGHNESS

Date, time and venue: March 24, 1983 - 8.30 a.m. State Guest House, Rawalpindi.

Participants:

- His Highness The Aga Khan
- Mr. Ramzan Merchant, Chairman BOD AKRSP
- Mr. Shoaib Sultan Khan, General Manager AKRSP

The meeting with His Highness was arranged through the courtesy and good offices of Mr. Ramzan Merchant who informed GM on arrival (at 3.00 a.m. after 16 hours road journey) in Islamabad on 23.3.1983 morning that His Highness was desirous of meeting the GM. The meeting was planned for 10'O clock at night after the state banquet given by the President of Pakistan in honour of His Highness. However at 9.30 p.m., GM was informed that His Highness has desired to meet the GM at breakfast at 8.30 a.m. on the following day. Thanks to UNICEF (Ms Marta Mauras and Nasimur Rehman), GM was able to get an overhead projector by 9.30 p.m. for giving a briefing on AKRSP activities to His Highness.

His Highness came to the breakfast room in the State Guest House punctually at 8.30 a.m., and enquired from the GM if it was necessary for the Chairman to be present at the briefing. The GM responded that the Chairman was most welcome to stay on. The GM had been wondering if he was going to eat breakfast with His Highness, how could he be able to simultaneously give a presentation, hence His Highness's query from the GM if he had eaten the breakfast, gave GM the opportunity to excuse himself from eating breakfast and straight away seek permission from His Highness to make the presentation, to which His Highness readily consented.

GM made the presentation with the prologue about the importance of the theory and principles on which AKRSP's strategy is based and expressed the view that over the years — to be exact nearly 150 years — a body of knowledge has evolved in the world on the basis of which the theory of agricultural and rural development could be articulated in as precise terms as, for example, the theory of gravity.[1]

(His Highness had not caught the word precise and asked the GM to repeat it). With this introduction, the transparencies depicting the essentials of agricultural and rural development were projected and GM briefly explained the importance of productive physical infrastructure realised through the experience gained in implementation of the community development programme in India and *Village-AID programme in Pakistan in the 1950s. A programme in which billions of dollars were invested by the Americans and extended to 44 countries but it failed to produce results due to the lack of understanding by the planners and implementors about the importance of productive physical infrastructure in agricultural and rural development. Both the importance of physical and administrative infrastructure is now understood and in most of the countries, development plans give due emphasis to these essentials of agriculture infrastructure is still not appreciated, especially in Pakistan. There are three available world models of agricultural and rural development namely; private capitalist agriculturist approach; communist approach of collectivisation and cooperative approach of the Japanese, Taiwanese etc., which was originally fostered by Raiffeisen in Germany 150 years ago to help small farmers. The small farmers, like those of Northern Areas whose average holding per household is only 20 kanals, suffer from many handicaps and unless they are helped to overcome these handicaps by giving them economies of scale, through group action, they would be unable to rise above the level of subsistence. Unfortunately in many developing countries including Pakistan, the approach being advocated is the private capitalist agriculturist approach of USA which only succeeds if land holdings are large.*[2]

With this background the AKRSP has devised its programming cycle based on diagnostic survey. GM referred to His Highness's recent speech at the Seminar in Karachi where His Highness had underlined the importance of urban-rural dialogue in the context of housing and considered it as important as the North South Dialogue. GM submitted that in his view urban-rural dialogue was necessary in all aspects of development and His Highness indicated his complete agreement. GM briefly explained the different components of the village dialogues and gave examples of the reactions of the villagers in these dialogues. In regard to acceptability of the AKRSP, *GM pointed out the attitude he sensed in his initial visits to non-Ismaili villages in whose eyes the bonafides of AKRSP seemed a suspect. In one village after clear explanation of AKRSP objectives and methods namely*

1. This is the theory of social transformation that unfolded in practice in rural areas of Northern Pakistan under Aga Khan Rural Support Program (AKRSP) from 1982-1992.
2. Without investing in physical, administrative and social infrastructure rural poor cannot rise above poverty level.

identification of village level projects with focus on income-generation, village elders demanded of "Sir Aga Khan a Multi-million Rupee Bridge over the River Hunza" and how an Ismaili sitting next to the GM, whispered "why don't they ask Khomeni to give them the Bridge", His Highness had a hearty laugh at this — but was very pleased to learn that a couple of months later, the same village specially asked the GM to help in doing a village level project namely an irrigation channel to irrigate 1,000 kanals.[3] *His Highness also enjoyed the dialogue between GM and one of the Sunni leaders who demanded of the GM as to why only Ismailis had been appointed in the Management Group and when informed that out of seven members of the group, five are non-Ismailis, the leader could not believe his ears*.[4] The GM informed His Highness that in regard to Ismaili villages, he did not face any problem because he exploited His Highness's name to the fullest and whenever he found that the community people were not responsive, he brow-beat them by telling them that His Highness had specially selected him to implement this programme. His Highness smiled at this.

His Highness took keen interest in the monitoring and evaluation chart and specially noted the requirement of submission of reports on a regular basis. His Highness also enquired the arrangements for follow-up action. GM again projected programming cycle transparency and pointed out the activities under implementation and completion including long term evaluation of persistence of results. His Highness enquired about the time-lag between execution and evaluation of benefits. *GM stated that on the basis of experience, the MG has gained so far, the time-lag between first dialogue and the third dialogue of the project is roughly 8 to 12 weeks. The evaluation of benefits could be after 6 to 9 months depending on the type of project implemented.* The GM informed His Highness about the MG's commitment to rigorous internal evaluation and the role of the Programme Economist as a watch dog. His Highness agreed with the approach regarding rigorous monitoring.

GM showed the helicopter grid as the last transparency and submitted that how skeptical he was about the utility of the helicopter before coming to Northern Areas but having been in the area for three months, GM was of the belief that the helicopter could be of great help in accelerating the pace of development and thereby in terms of cost benefit paying for itself, in due course of time.

His Highness observed that he always believed that this was the situation with the Northern Areas. However when GM informed that the helicopter was not as yet available for the development work in the Northern Areas, His Highness turned to the Chairman and told him in very clear terms that he would take away the helicopter if it was not used. He observed that if due to technical reasons or operating troubles, one machine was not enough, he was prepared to give another one. He quoted the saying "one is an aeroplane and two are an airline".

By now 40 minutes had elapsed and GM thought that he had already taken ten minutes more than his allotted time and apologised to His Highness for having been so lengthy. His Highness observed that this was not the case and the briefing had been very well timed and invited GM to sit down with him at the breakfast table. While the presentation was being made, His Highness confined his breakfast only to coffee. He asked GM to have something and ordered an egg for himself. His Highness observed that how distressed he was for not having been able to visit the Northern Areas and said it was for this reason that he was coming again on 11th of May and expressed his personal thanks and happiness on GM's acceptance of the job and very much hoped to see him at Gilgit during his visit in May. *He further observed that he was greatly impressed at the intellectual change which has occurred in the people of Northern Areas as evident in his discussions with them the previous evening.* He was also impressed at the speed AKRSP was moving and observed that he had not expected nor did probably GM expected that so much progress would be made in such a short time. His Highness said that he agreed with and supported everything that GM was doing with regard to AKRSP. His Highness observed that he was excited about the programme and considered it unique in many ways and was of the belief that it would provide answers to poverty in the deprived and undeveloped areas. GM responded that with His Highness blessings, this may come true.

His Highness further observed that he was thinking of setting up a Coordination Body, if GM agreed, for the Northern Areas to ensure an integrated and synergistic approach to development by bringing the different agencies of development set up by His Highness in the Northern Areas under one umbrella. He explained that this was necessary in view of the concerns expressed by community members and although he thought there was no problem with AKRSP because there was a clearly articulated strategy, it was not so with all the agencies. *His Highness further observed that he had made it clear to the community that development has to be for everyone and could not be restricted or confined. His Highness also referred to his concern regarding economic imbalances and in this context mentioned the case of Chitral where he was greatly distressed by people killing each other and expressed the hope that with initiation of programmes of economic benefit, situation might improve*.

His Highness also referred to his meeting with the Finance Minister and the Deputy Chairman, Planning Commission, Government of Pakistan and said that he was struck by GM's comment about the power of capital and the need for the rural people to acquire capital through savings and building up of equity. His Highness observed that substantial savings would not

3. Akhter Hameed Khan used to say when you discuss eradication of poverty with low income communities, they come up with two types of solutions; dreams of expensive solutions and realistic solutions possible within their means. The job of expert is to point community to the direction of later.
4. Dialogue is important because it fills the gap between perception and reality and helps in building bridges.

be forthcoming without increased incomes. In this regard he mentioned the availability of capital to the rural populace through cooperatives in the Northern Areas. He was sorry to note that there was no such institution nor there were apex banks which could make capital available and he advocated a programme to ascertain the need for loans required by the rural people and to provide them access to management and cooperative organisation. *He was discouraged to note that both the Finance Minister and the Deputy Chairman seemed to have a mental block in relation to the development of cooperatives in the Northern Areas.* His Highness quoted example of India where cooperatives have been very successful in some areas. However in the Northern Areas, government seems to be unwilling to take concrete steps in this direction as there were not even facilities available for registration of cooperatives. However, His Highness indicated that the Finance Minister has agreed to allocate more capital for cooperatives for Northern Areas, if necessary. *He quoted the Finance Minister as saying that "government is an ass" and one can get round anything if one has the will*.

His Highness also observed that only economic upsurge is not enough. The construction of KKH does not necessarily mean prosperity to everyone. The situation could be exploited by unscrupulous businessmen.

He spoke on conceptualisation of bigger projects in the Northern Areas through agricultural cooperatives in the field of food processing etc. He referred to the Venture Capital Company set up for assisting local entrepreneurs. He referred to the institutionalization of enterprises. He asked GM to give thought to these issues and he would like to discuss these in greater detail during his visit in May with GM and the MG of AKRSP.

GM mentioned that the term social and economic infrastructure instead of cooperatives, was used by him because of the observations made by His Highness about the mental block in the minds of the policy makers of Pakistan regarding cooperatives. The GM also brought to the notice of His Highness the interest taken by one of the Intelligence Agencies in the activities of AKRSP and GM's dismay at the paranoia exhibited by the agency representative and GM's action in contacting the head of the agency to counter the move to present AKRSP in an adverse light. *GM also informed His Highness about the excellent rapport AKRSP has with the local administration. He also informed His Highness about his action in writing to the President of Pakistan with a copy of His Highness's letter written to Mr. Grant regarding AKRSP, with the request to seek an interview from the President to inform him about the AKRSP activities. GM explained that he had to take these steps to keep the policy makers and people who matter well informed about the AKRSP activities.*[5]

At this stage it was already 9.30 a.m., and the Chief of Protocol came to enquire of His Highness as to what time His Highness would be free to receive the President who was going to see His Highness off at the airport. His Highness asked for another five minutes and before leaving, expressed his great pleasure and satisfaction at whatever was being done by AKRSP and asked GM to bring any matter or problem which the GM faced, to His Highness's notice. His Highness bid goodbye to GM and went away to see the President who was due to arrive any moment. The GM was, therefore, surprised when a few minutes later while GM was collecting the transparencies, His Highness reappeared with the Chief of Protocol and introduced GM to the Chief of Protocol and requested Brig. Zamir to give help and assistance to GM if he was ever in need of such assistance. The GM could not resist telling Brig. Zamir that the people of Gilgit really cursed him when they came to know that it was the Protocol that stopped His Highness from coming to Gilgit. Before Brig. Zamir said nothing, His Highness interjected that it was not Brig. Zamir's fault. He could not help it.

GM presented a copy of the AKRSP briefing papers at which His Highness observed that he very much wanted something like that.

The meeting with His Highness ended at 9.45 a.m.

5. Opening channels of communication with all the stakeholders is of critical importance in social transformation because we live in an interdependent world,

NOTE FOR THE RECORD

Subject: VISIT OF HIS HIGHNESS THE AGA KHAN
TO THE AKRSP OFFICES IN GILGIT

Date and
Venue: May 13, 1983 ... The Conference Room

Participants: His Highness the Aga Khan
Begum Salima Aga Khan
Prince Amyn Aga Khan
List of other participants is attached.

His Highness the Aga Khan and his entourage arrived at the AKRSP office after a hectic trip to Altit, Hooper, Mohammad Abad and Juglote Sai. The visits to these four villages had been designed to demonstrate the various aspects of AKRSP activity. In particular, the initial stage of the Productive Physical Infrastructure ... PPI (Hooper, Juglote Sai) through to its completion (Altit), the dynamic and evolving process of organising villages and the dissemination of new skills and techniques (Mohammad Abad).

The members of the MG were present to receive His Highness on the gravel footpath from where he was escorted to the General Managers'(GM) office. Meanwhile the members of the entourage and the MG assembled in the conference room. His Highness the Aga Khan, the Begum and Prince Amyn were shown in to the conference room by the GM shortly afterwards.

The proceedings began with introduction of the MG by the GM after which members of the MG were invited to make brief presentations on their sphere of activity. The Programme Senior Agriculturist explained the need to upgrade the level of technical knowledge in the area and gave details of the methods employed by AKRSP to achieve this objective. The Programme Senior Engineer outlined the essential details regarding the PPI works. The manner of project selection and preparation of feasibility studies. The Programme Economist touched upon the monitoring and evaluation mechanism of the programme.

The discussion (a transcript of the audible parts of the discussion is attached) which followed these presentations, was dominated by His Highness and served to illustrate his over-riding concern with a proper system of evaluating the costs and benefits of the programme. He emphasized the need to obtain early analysis which could be reutilized elsewhere. Another specific question was directed at how the feasibility of projects was determined by AKRSP.

After His Highness' numerous efforts to encourage the members of the Board of Directors to ask questions about the programme, he finally turned to the Minister of Kashmir Affairs and Northern Affairs and other government representatives and invited them to share their perceptions on development of the area. The Minister made some complimentary comments about the programme.

The GM took this opportunity to underline the importance of government cooperation and thanked the government agencies in the area whose efforts had contributed to the success of the programme. The Deputy Commissioner returned the compliment in terming AKRSP a great asset to the district.

Finally, *His Highness talked at length about an issue which was very dear to him. Ensuring that communication facilities were available to AKRSP. For this purpose he had taken a unilateral decision in making a helicopter available to AKRSP and he dearly desired that this be used efficiently and reasonably to ensure the success of the work. He was willing to be proven wrong regarding this issue but he would not accept a decision if the helicopter was not being used fully*.

The GM pointed out the necessity of the helicopter in view of the difficult terrain. As an example, he mentioned that work which needed three days to complete by jeep, took only five hours by helicopter. Moreover, Chitral district could not be covered without a helicopter.

Mr. Speolberch took the opportunity to say that he had seen several hundred development projects in different countries around the world but this programme that had gotten off to AKRSP's degree of rapid implementation were few. This, he felt, was a tribute to the members of the team and in particular, the leadership of that team. His Highness subscribed wholeheartedly to this view and thanked everybody for an exciting and inspiring visit. He pointed out his expectation that the visit would encourage the people and assured them that they had the support of the highest decision makers behind them.

His Highness was presented an album of photographs which visually demonstrated the Programme Cycle and was invited to inaugurate the Visitors' Book. Soon after the meeting concluded.

List of participants

From Pakistan:-	Lt. General Jamal Said Mian, Minister for Kashmir Affairs and Northern Affairs.
	Major General Pir Dad Khan, Martial Law Administrator, Zone 'E'.
	Brig. Safdar Ali, Director General, Northern Areas Works Organization (NAWO).
	Mr. Badrul Islam, Deputy Commissioner, Gilgit.
	Lt. Col. Nasir, Deputy Chief of Protocol.
	Mr. Ramzan Merchant, Chairman, AKRSP BOD.
	Mr. Hakim Feerasta, Executive Officer, AKF Pakistan.
	Mr. Hamidullah Baig, Member AkRSP BOD.
From Geneva:	Mr. Michael Curtis
	Mr. Guillaume de Spoelberch
	Mr. Robert Shaw
	Mr. Ward Henevald
From AKRSP:	Mr. Shoaib Sultan Khan, General Manager
	Mr. Hussain Wali Khan, PSE
	Mr. Hasan Mehdi Naqvi, PSA
	Mr. Tariq Hussain, PE
	Mr. Mutabiat Shah, PA
	Mr. Ali Dad, POM
	Mr. Maliha Hamid Hussein, Programme Officer

TRANSCRIPT OF DISCUSSIONS HELD DURING HIS HIGHNESS THE AGA KHAN's VISIT TO AKRSP OFFICE IN GILGIT

After the formal presentation by the PSE, the PSA and the PE, the following discussions took place:

His Highness (HH)	When will we start getting cost-benefit information of a definitive form out of our projects. We have 168 projects in the pipeline ... at what stage do you expect to start getting information to show that the cost-benefit figures that we had worked out before the projects were implemented, had been converted into effective cost benefit figures after implementation.
Tariq Husain (TH)	Your Highness, we wait for the implementation to start before we go ahead with the baseline surveys, we do not want people to say to us well, here come the Survey Wallas again (laughter) so that is important to us. So as projects are completed, we will start the survey process and from there on the tentative estimates could be ready for any specific project. I would say within 15 days to 30 days. The constraint right now is not in gathering data but in analysing it.
HH	When will that analysis start becoming meaningful for the programme as a whole?
TH	You mean when will the reports be available.
HH	Yes, when will the reports on the earliest projects start coming out and becoming valid material to reutilize elsewhere?

TH I would say not longer than three months and in that I include one month of Ramzan.

HH Three months ....?

TH ... from today.

HH Three months from today.

TH Yes. By the time the next Board meeting of AKRSP.

HH We have cost benefit ideas. Cost benefits of the early projects?

TH Yes.

HH I have another question to ask. In another programme, we found that projects which caught public opinion, so to speak, suddenly start multiplying like mushrooms from village to village without necessarily being sound projects because there has been a management oversight. Has this happened to any of the projects that you have had so far. Have you found villages suddenly launching projects of their own without consultations?

General Manager Not really Sir. *What has happened in our case is that the whole process starts with the diagnostic survey so out of the 118 villages that we have visited, 111 villages identified the projects. Then we go in for the second dialogue in which we start preparing cost estimates, and feasibility reports. One village I will mention Sir, there is a Canadian team, A CIDA team was invited. We were very interested that we should take them to a village where there should be a viable project. We took them to a village where they identified a project and we found that it was not feasible. So we went back and said that this can't be done. Now this has happened in two or three other villages and villagers have accepted the views of our experts. In this way there is an inbuilt mechanism whereby we preclude and exclude projects which are not feasible. Of course, there is the problem as I mentioned to you Sir, people say "why don't you come to our villages*[6] what have we done that you are going elsewhere and not coming to us".

HH How do you stop that?

GM Well we stop that by telling them that it is not humanly possible for us to come to 200 villages at the same time and we only prepare our work plan according to the resources available. We have a work plan now according to which we can undertake on an average, depending on which scenario we are working, from 5 to 9 infrastructure works every month. So that will very clearly spell out that these are the schemes we can do in this amount. As far as credit needs are concerned, we know how much the bank is prepared to lend us. We are now going to come up with half a million request if they agree then that will mean that we can lend out to that many number of villages which that money will cover. *So, in a way Sir only those schemes are implemented which not only villagers identify as their first priority but which have been surveyed and found from the cost-benefit point of view beneficial and feasible.*[7]

HH Where is Mr. Shaw? He is not here. Is he hiding?

GM *He is always in the background. He does all the work but in the best tradition remains in the background.*

Robert Shaw (RS) (Emerging from the Press Section).
Actually, trying to find some coffee for Your Highness (Laughter).

HH Are there any questions you had to ask?

RS I actually had the good fortune of spending a week here last week and asked a great amount, possible more than my fair share of questions.

GM They are always very helpful and perceptive questions.

6. Development is a very interactive, and labor intensive work and requires continuous interaction between the managers and communities. It is reciprocal and based on mutual learning. The most important factor is flexibility to change and adapt. The leadership's role is also to be flexible and to keep looking for opportunities to find a common ground with various partners.
7. This an important aspect of AKRSP's Business Model based on interdependence, reciprocity and adding up the numbers.

HH	Most of these are people involved in the programme. I think we should ask His Excellency whether he has any stingers he wants to throw under the table.
Minister of KA & NA	Well. I've only seen the project today and I think besides the physical benefits that will accrue they will do a lot of integration and coordination I don't know the resources. I don't know the plans but I think its wonderful.
HH	Does the government have any perceptions which it would like to share with us?
Minister	Well I think ... I would say even though I'm new to the work there seems tremendous scope in it for the future.
GM	Sir, *I must mention here that without the support of government institutions, the programme would not have made such progress. It was possible only under the patronage of the MLA, the Commissioner, the Deputy Commissioner is here. The administration has been extremely supportive of our effort. We work in close collaboration with them with the Commissioner and with the Additional Commissioner (Development). We exchange plans with them. We tell them where we are, what we are doing and of course we are putting together a portfolio of projects which we hope that in terms of rural development and in terms of micro level projects which we have undertaken in conjunction with the LB&RD Department would provide an excellent ground for collaboration.*[8]
	Certainly, I feel that each of these projects be jointly implemented because we can provide them the technical expertise, because we have that, we can also provide them the implementation expertise because we have people in the field. I think the Deputy
	Commissioner might like to say something because he has been associated with our work and he has been going to these places.
Deputy Commissioner (DC)	I think, we have, Your Highness been probably unduly flattered (laughter). We do try to help but it's Mr. Shoaib Sultan's charismatic personally itself which has done the trick. *As far as the administration is concerned, I think it is great asset for the district and I'm sure for the place itself and we try to sort out the small issues and conflicts that arise on account of diametrically opposed rural development programme operating in this area. So far we have successfully handled the issues*.
HH	So you don't have any questions you would like to raise now ... *I think at the beginning of a programme, it is very useful that one benefits from everybody's comments and views and people's perceptions on what is being done and how its being done. What might be done better or what might be done differently.*[9] *Bill and the others in the Foundation and I like listening to what people have to say. They have really, the greatest contributions to make.*[10]
DC	I think there were issues that we have and from time to time we managed to solve them at our level and I think there remains no major questions from my side.
GM	When there are major projects we refer them to agencies like Northern Areas Works Organization (NAWO).
HH	It would be interesting to know about them/
Director General NAWO, (DG)	NAWO's projects have a slightly bigger size, there are schools, the other major projects are in the field of power, electric generation and roads.
HH	And now the Directors of the Company perhaps you want to comment. I see one or two around the table. Any comments.
	... (Mr. Hamidullah Baig made some comments regarding the commendable work of AKRSP. These could not be reproduced as the speaker had his back towards the tape recorder and AKRSP has as yet not been able to get its own audio-visual equipment, which is on order).

8. Things happen when one learns to connect with the 'other'. That is the third approach compared to the approach of capitalist and communist models of development. One may call it the Third Way or in De Soto's language The Other Path.
9. Very important. The proper role of the administration is conflict resolution and administration. It would be interesting to draw a matrix of roles of different partners based on these roles.
10. This is the discourse of hope as very aptly captured in HH's collection of talks 'Where Hope Takes Root'.

HH Well, I think it's been a very, very useful exercise for me to see some of the projects and to understand the way they are put together. I have a feeling that there are two areas which need attention. The first is the direction of the programme. The sense I had today and perhaps its unwise as it is on the basis of the sense of one day but nevertheless I think, these micro-projects which have a direct impact on village life and perhaps that is something we all ought to think more about. I think the other area is perhaps economic development where there is a lot to do.

AKRSP tends to generate hopefully a lot of activity. And to do that one has to define the natural outlet in terms of the economic benefits to the area. The last point really would be the coordination with other programmes like those of Central Health and Education Boards. We can discuss that in Karachi but coordinating the activities of these groups is important. So that we understand what they are doing and so that their programmes would be mutually supportive and the last comment which has got nothing to do with AKRSP but nonetheless affects everybody's efficiency.

I dearly desire that piece of equipment should be flying. I dearly desire. I think its a decision that was rather unilateral in introducing this equipment and I am more than happy to be proven wrong if that equipment is being used. If its sitting on the ground, then its no use. It has to help people to get to the remoter areas. To see for themselves what is going on. Talk to the people. Its not possible to run these programmes on the strength of capital intensive equipment alone. I have a lot of difficulty explaining to people that the cost is there, in any event, whether the equipment flies or not. The additional cost is not much and so I would ask that this equipment be used. Notirrationally, not improperly but used continuously for the purpose of the programme. I feel very strongly about this. I think so much can be achieved in this programme if communication is assured. That is the basic premise of the programme and if you want to keep the Head Office team small, they have got to be efficient. They have to be able to move around. *I know that people are cost conscious and they come to me and say on one side you have this very expensive piece of equipment and on the other side you are cost conscious and in fact we can achieve both objectives. I know there are people who will challenge that and I am willing to be proven wrong but I am not going to be proven wrong if the equipment is not used. The Directors of the Company are here. Ramzan, you have something to do with it. Let us try and ensure it is used.*[11]

GM It would be very unfortunate if it goes. Many people were sceptical about the helicopter including myself. I am the one who has used it the most for about 35 hours which again is not enough but I think it is really very useful to work out the cost estimates and cost benefits to see how much the pace of development has been accelerated through its use but one problem Sir is it has to be based in Gilgit.

HH *I mentioned to the General that may be there was some area where we could look* together at having in Gilgit fuel, may be spare parts. I'm not saying large number of spare parts but sufficient spare parts available. Simple pieces of equipment so when it is out of operation, we don't have to fly to Islamabad. When its here it can fly consistently. The other think I would say is that *if we can combine the visits with other institutions so that all the people working in the area, can use it together if we add up the costs and compare them with what they would be if they went by road. But it has got to be well used. I think its an exercise we ought to try and live through and make it a success. If its a failure we can say its a failure. I'm quite happy to hear that but not any comments before having done what was really needed to be done*.

GM *As an example Sir, what took me three days before, by helicopter, it took exactly 5 hours. Without the helicopter, Chitral is impossible. Without the helicopter I won't have been able to go to the Chitral before June or involve the government functionaries in the programme and what we achieved in three days, would have taken weeks*.

HH I hear that people in the Foundation feel that it is a bee in my bonnet they might even say it is a helicopter in my bonnet. In any case its an issue to which I attach importance rightly or wrongly.

GM The Management Group is behind you Sir. (Laughter).

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11. Very pertinent point. There are many concerns raised here; first is the opportunity cost- you have to compare the consequence of not using the helicopter with that of using the helicopter and assess the missed opportunities if the helicopter is not used; second, helicopter is already there so the visit cost is a very small fragment, and cost of visit should be seen as the cost not the helicopter's cost; third, the cost of making a visit should be measured against the benefit it will generate for the community. You need a complex framework to understand the value of simple things.

Guillaume de Spoelberch	Sir, I just speak from the position of somebody who has seen, may be several hundred development projects, start in different countries around the world but I think there are few I've seen that have gotten off to this degree of rapid implementation with results coming in very shortly after the team is established in the field. I think its a tribute to the members of the team and the leadership of that team and I think that we are very fortunate here to have that team (applause).
HH	I would like to subscribe wholeheartedly to that and to thank every body for organising my visit today. A most exciting and most inspiring visit and I hope that it will encourage people to feel that *there is all the way to the highest decision makers full support to them and I think that is something you should feel confident of and not only the implementation but the policy thinking behind it. I feel that is something to depend on and I think the government departments should know that and the people working with the programme, should know that because it is a source of great satisfaction to me.*[12]
GM	Sir, may I ask Miss Maliha to present an album to you.
HH	Oooh lovely. "Valleys in Transition" that's lovely. His Highness was invited to sign the visitors book and shortly afterwards the meeting ended.

Aiglemont
60270 Gouvieux, France

18th of April 1985

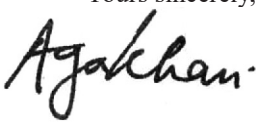
Dear Mr. Shoaib Sultan Khan,

At the recent Aga Khan Foundation (Pakistan) budget meeting, AKRSP was discussed and copies of your Eighth Progress Report were distributed.

From these discussions, the documentation, the support of external donors, and the feedback I am receiving from the Northern Areas and Chitral, it is clear that AKRSP is continuing to do outstanding work. I hope you will accept my warm congratulations and also convey them to your Management Group.

I understand that aspects of AKRSP -- and notably expansion into Baltistan -- are scheduled to be discussed at the next Aga Khan Foundation Board meeting in mid-June. It would give me great pleasure if you could attend that meeting.

Yours sincerely,



Mr. Shoaib Sultan Khan
General Manager
Aga Khan Rural Support Programme
Box 506 - Babar Road
Gilgit
Pakistan

12. The most important thing in the discourse of hope is the ability to see what most people cannot see, although it exists and is visible.

Aiglemont
620270 Gouviex, Frame

2nd March 1987

Dear Mr. Shoaib Sultan Khan,

I am Writing to express my thanks and appreciation to you and your colleagues at AKRSP for the outstanding accomplishments of the Programme in the relatively short time span of four years in which it has been active.

Bill de Spoelberch sent me and the other AKF Board members a copy of the World Bank evaluation, which I have examined with interest. The fact that the Bank, in its first ever review of a development programme operated by the private sector, was able to publish such favourable observations and conclusions is truly remarkable.

The exciting work which you and your colleagues are performing in Northern Pakistan opens up new vistas not only for the people involved, but for many other people elsewhere in the world.

My thanks on behalf of the whole AKF Board, and my best wishes for the future of the Programme.

With warm personal regards,
Yours sincerely,



Mr. Shoaib Sultan Khan
General Manager
Aga Khan Rural Support Programme
Box 506, Babar Road
Gilgit
Pakistan

myp

November 16-17, 1987

NOTE FOR THE RECORD

Subject: His Highness' visit to Chitral.

His Highness arrived at Chitral from Islamabad by C-130 and immediately after the airport ceremonies, boarded the Puma Army helicopter and reached Shaghore at 1030 hours. He was greeted by the DPO and his colleagues and was thereafter introduced to some of the VO representatives. HH saw the two VO tractors and asked questions about management, maintenance and income from the tractors. He then proceeded to the pandal and after recitation from the Holy Quran, spoke to the representatives of the VOs gathered at Shaghore. On a query by HH as what was their vision of the future, the Manager of the Cluster Organization informed HH of the AKRSP's principles of development that the VOs have followed and how in the fields of afforestation, prevention of losses and management affairs such as ban on free grazing of cattle results have been produced. He expressed the confidence that if VOs continue to follow AKRSP's principles, they would rise above the level of subsistence (a transcription of the discussion is attached).

After the discussion, His Highness wished to see the project and walked up to the 1,600 feet and 10 feet high protective bund and greatly appreciated the effort. He asked questions about the development plans of the newly reclaimed land and the period expected to be taken for the purpose. The VO Manager replied that the members hoped to develop the area in next 2/3 years. SSK interjected that 5 years would be a more realistic target.

On returning to the helicopter, SSK introduced His Highness to the Coordinator for Women's Programme, who on a query by His Highness, spoke about difficulties in communication. HH turned to SSK and quipped 'I hope this is not a hint for getting helicopters', and went on to say that helicopters would be made available but under a new management system.

With HH's permission, SSK and RS stayed behind and returned to Chitral by road.

On November 17, HH first landed at Marthing (beyond Brep_ which was unusually cold and forced everyone to don their long coats. Nearly 200 members of the VOs were assembled, shivering in the cold. HH briefly discussed with VO members issues pertaining to planning and channel maintenance and thereafter expressed a wish to see the newly constructed irrigation channel, which is blasted along the hillside. *In a brisk uphill walk HH made it to the channel in no time, with a group of people puffing and panting behind him*.

From Marthing, HH flew to Brep for a Jamaat meeting when a white and black yak was presented to him. HH enquired of SSK if AKRSP could use the yak for reproduction purposes and wished to present it to AKRSP. On confirmation from Dr. Iqbal, that this could be done, SSK informed HH accordingly and AKRSP became the proud owner of a yak belonging to HH. The foundation stone laying ceremony at Buni was extremely well organized and a great success. After the Jamaat meeting, HH took off for Bombagh.

At Bombagh, HH was very warmly received and taken to the tastefully decorated pandal where about 150 persons were waiting for him. On way to the pandal, HH inspected the VO tractors and other equipment and enquired of the members the criteria for selection of equipment. The proceedings of the session between HH and the VO members is attached. HH was particularly struck by the paragraph in the VO Manager's speech referring to the opposition to the programme in the beginning.

His Highness' address to the VOs of Gram Chashma and Karimabad Valleys assembled at Shaghore on 17.11.1987

I would like to begin this morning by saying how deeply honoured and deeply happy I am to be amongst you today. For many years, I have been concerned about the quality of life of people in the Northern Areas, Chitral and other parts of the North West Pakistan. And the programmes that you are participating in represent to me a beginning. A vision of the future which Inshallah will be better, happier, healthier and more united. it is my conviction that the village organizations, run successfully, as you have been running yours, will be capable of extending their activities into new areas of endeavour in the years ahead. And it is my hope that as your village organization become stronger, they will address themselves to new and more challenging problems in addition to improving the quality of agriculture in your area. I would like to congratulate you on the excellent work that has been achieved and on laying the foundations of organization, of hard-work of discipline and integrity which Inshallah enable

you to make good progress in the years ahead. *I wish to emphasize however that this progress is dependent on unity, on seeking to achieve together results which are impossible to achieve where individuals work alone.* In the years ahead, Inshallah, you will create wealth for the villagers. *Creating wealth is one problem that we seek to share in addressing, managing wealth after it has been created is a second problem. And I hope that second phase will be administered by village organization with the same integrity, the same wisdom as the first phase of the Rural Support Programme. In that second phase, we will continue to assist you so that the labour of one generation produces better and more fruit for the successive generation. It is my hope to extend their knowledge, their wisdom, their understanding of the area, to domains of endeavour, which are also important to the quality of life in the Northern Areas. And I refer to health, to education, to housing. These are all areas where Inshallah as the village organizations get stronger, they will be capable of assisting you to improve the quality of health, the quality of education, the quality of housing in the Northern Areas so that future generations can benefit from a total improvement in the quality of their life*.

May be now you like to tell me what are your aspirations for the future, what is your vision for the future?

(Response of His Highness to the description of progress made by Khushi Mohammad, the Manager of the Cluster Organization of Karimabad Valley. Khushi Mohammad described the success of the VOs in banning free grazing as a first step to develop forests and their success in marketing their fruits).

I am most happy and most impressed by the amount of progress that you have made in what is a relatively short time and I simply wish to confirm to you that AKRSP will continue to support you to assist you, to seek to understand your needs to share, with your vision, to share with your priorities, and to address them in a collaborative manner, so that your families may look to the future with hope of a better life and *I want to underline that it is the concept of unity amongst you and sharing with the programme which are two fundamental issues for the success of the future. I pray that you will be successful in all your endeavours*.

His Highness' address to VOs members of Yarkhon Valley assembled at Marthing on 17.11.1987

His Highness wanted to know the plans of VO Marthing about the future.

The VO representatives said that they planned to develop the land which had become cultivable after the construction of the Marthing irrigation channel in the next two or three years.

His Highness wanted to know how the VO member maintained the channel?

The VO representatives informed His Highness that two care-takers had been appointed by the VO members for routine maintenance. The VO members paid these care-takers. However, if there was a large problem requiring large amount of labour, all the VO members would collectively work on the channel

His Highness, then asked the VO members if they wanted to raise any problems.

His Highness address:

I am very very proud of the work they have done. They have set an outstanding example of collaborative work. I hope that this collaborative work will extend into other areas in the years ahead and not only in agriculture. I hope that the village organization would be able to enter into fields like housing, education and health. This is the vision I have of the future. That it will not only address agriculture problems, but other problem as well. I hope this is only the beginning of a collaborative effort to develop a better future.

After this, His Highness visited the irrigation channel and deeply appreciated the work done.

His Highness' address to the VO of Kosht Valley assembled at Bombagh on 17.11.1987

I would like to begin by saying how happy I am to be able to visit this project and to have been able to read your speech and to tell you how proud I am that AKRSP has been able to be of assistance to you. It is my hope and prayer that AKRSP programme in Chitral, Hunza and Gilgit and indeed Baltistan are only the beginning of a way to better life in Northern Areas. My belief is that the village organizations which are proving to be strong, capable and with a sense of direction, will soon be able to fulfil other needs of the communities they serve. *I was struck by the very fact that in your speech you had indicated that there was some division as to whether it was right for these villages to take assistance from AKRSP. And I am very honoured, very proud and above all very happy that it is now clear here and elsewhere in the Northern Areas that AKRSP is for all the people of the Northern Areas.* The limits on AKRSP are much more in terms of the capability of AKRSP to serve competently all the programmes which it has. That means AKRSP needs competent people, it also needs resources, and the limitations are both human and material. They are not to do with the Tarika which you or we practice.

I would like to say also that as the village organizations grow, I believe they can address, as I mentioned earlier, existing and new needs in the Northern Areas. Needs in the field of health, in the field of education, needs in the field of housing. We will share this vision, we will share these ideas with you and I hope that you will tell us, which ones are appropriate for this part of Chitral.

I would like to express to you my congratulation on the wonderful results that you have achieved and my prayers that this should be just a beginning for improvement in the quality of your life in this part of Pakistan.

(Response of His Highness to a question from a VO member seeking better health facilities in the village).

With regard to the question of health in the rural areas of Pakistan, this is a problem all over Pakistan, not only in Chitral, it is a problem which the Aga Khan Health Services are addressing and when I mentioned to you that the village organisation is the right body to address the problem, I hope that within the next year and a quarter, I will be able to suggest how to have various village organisations, within AKRSP, address the primary health care problems of the villages which they serve.

(Response of His Highness to a VO member comment that it will take time before the change takes place to fully and accept the new principles taught by AKRSP).

I would like to just add one comment that in my experience in development problems in various parts of world, wisdom is the willingness to change, is to look at the new solutions, is to forego the ones which are not producing results, to look at their alternatives. This is a process which AKRSP is doing and which I will encourage it to do. Because my belief is that as the economy of an area evolves so the needs and the methods to deal with those needs evolve, and you are absolutely right in saying that the programme will take time. But I hope that time does not mean intellectual rigidity. I want to underline that the ability to change is a very important point of economic development. It is my belief that in ten years time you will be seeking from AKRSP different services from the ones you are seeking today and you should seek different services and AKRSP must have the ability to respond to those needs because that is what happens as the economy changes.[13]

And one of things that I must hope for in the future of AKRSP is that we will share new ideas from you and from us, with villages and AKRSP. And our thinking will always be new, always be young and always be creative. Just today we had an example of a question how can AKRSP help in addressing the health problems of the villages.[14]

Please say thank you very much for greeting me here for organising the function and I hope to fly over the irrigation channel on my way home.

13. Extremely important teaching.
14. Only thing constant is change.

November 18, 1987

NOTE FOR THE RECORD

Recorded by TH:

Subject: His Highness' visit to Terru & Shimshal

The C-130 took from Chitral at 0900 hours for Gilgit, where HH boarded the helicopter at 1030 hours for Terru. The whole Jamaat was assembled in a big pandal with men and women numbering nearly 1,000. RAK with SOU (Shah Karez, Abdullah Jan and Mansoor) greeted His Highness, who was later introduced to VO office bearers including Ibrahim. At the pandal, HH briefly discussed women's programme and other aspects of VO activities. Thereafter *to everyone's surprise and to the discomfiture of few strode, briskly up the vertical path leading to the Terru channel. He was very pleased to see the channel and appreciated the workmanship. Stone pitching and embankment received HH's particular attention. The slide downwards on the vertical path was graciously negotiated by HH. SSK cheated by taking support of one of the villagers. Ibrahim the VO President, was emotionally overcome when HH praised the work of the VO. Before boarding the helicopter, HH blessed the Jamaat*.

Next the helicopter landed near the same spot at Phander, where Bell 412 had crashed. The storm of dust was no less than the white out we had experienced. HH saw the photographs of the crash which SSK was carrying in the briefcase and commented on the foolhardiness of the pilot, who should have never attempted the landing. HH expressed his resolve to put the operation of the helicopters in safer hands this time.

Raja of Gupis expressed a desire to meet HH, which SSK arranged when HH returned from the Jamaat meeting.

After the sandwich lunch at the Gilgit airport VIP lounge with the Administrator, Northern Areas, HH took off by helicopter for the Passu Jamaat meetings. After the meeting HH graciously agreed to SSK's suggestion to fly over the Shimshal road under construction, which at one stage was considered beyond the competence of the VO by AKRSP. HH was very impressed to view the road from the helicopter. On return he suggested to the group of journalists to visit the project and made a reference to Shimshal link road in his address at the opening of the Karimabad Academy for Girls.

The journalists (Wall Street, London Times, Gulf Papers) with Keshvajee came to Passu by helicopter on November 19 and drove with SSK on the road by jeep. The group also met some of the Shimshalis at the workers camp. There was a big "Welcome to AKRSP" written on the rock by the roadside. The journalists greatly appreciated the efforts of the VO, whose members informed the journalists that the return journey from Passu to Shimshal used to take six days, now it takes four days and when the road is completed, it should not take more than three hours.[15]

TRANSCRIPT of

The discussion between His Highness and the VO at Soust

November 19, 1987

GM: I've just told them, Sir that you would like to ask some questions.

HH: What I would like to know is, how long do they expect it would take them to complete the planting of their land.

GM: Your Highness, they have taken the first 500 kanals, and they have already developed 200 kanals. The President of the VO feels that the 500 kanals will be developed in 2 years and they plan that the whole area should be developed in 5 years.

HH: The second question I want to ask is whether the tunnel was the most secure long-term solution.

15. This is what development means in real life.

GM: He says, Your Highness, that all our old, experienced people decided that this is the only permanent solution. If you would take a channel along the contour, then he said that it would be subject to slides and they would have great difficulty in maintaining it.

HH: How many people worked in that tunnel?

GM: He says, Your Highness, that all the 60 households took part, but obviously it was in rotation - sometimes there would be 20, sometimes there were 40. And in the tunnel, sometimes they could not afford to put more than 15 or 10 people, because the place is so narrow.

HH: What is the women's productive capacity?

GM: I thought, Your Highness, that I should ask the appropriate person (the President of the Women's Organization). She thinks, Your Highness, that there could be increases in productivity in fruits - apples - in crops and in vegetables, as far as women are concerned.

HH: And will they be marketing these goods outside Soust?

GM: She says that, Yes, we can market. We will use that money for education of our children.

HH: Masha'Allah! And what is the educational structure they have here?

GM: They 've got a middle DJ school, where both girls and boys go, and there is a government primary school also.

HH: May be you can tell them that I have the greatest admiration for the work they have done. And my hope is that with the government's support, the Imamat's support, they will succeed now in making this Village Organization carry more responsibilities, and address itself to more problems to be solved in this village.

Can we have a look at the project now?

GM: They have something to present, Your Highness.

(Presentation of Chogha and cap by VO President.)

HH: Shukria, President!

GM: (To VO President). Did you want to present some more Choghas.

VO President. Yes Sir.

(Choghas were presented as noted in the NFR).

(The new land in Soust was formally named Hussain Abad with the blessings of His Highness.)

November 19, 1987
Recorded by TH:

Subject: Field visits of His Highness the Aga Khan
to Soust VO and Project.

SO Hunza, Mohammad Iqbal, and I went up to the project site at 0730 hours on the 19th morning for a final inspection. I was particularly nervous about two things - the site of the helipads and the performance of the PA system installed by the villagers. Upon inspection, the dust at the helipads appeared to have frozen after being sprinkled with water. The approach, however, covered such a large area that the villagers just had not been able to water it. Besides, there was no water in the channel until 0830 hours when the sun finally shone on the landing site. The PA system was approved after much deliberation among Karim Jan, myself and the villagers.

Other formalities were also finalized, including:

- the selection of two children to present the banquets;
- the business of the reception line (longer than the one I had wanted);

- presentation of garlands;
- presentation of a chogha to His Highness (more on this later);
- seating arrangements and the placement of tables and micro-phones.

A large number of Ismailia volunteers were in place around the helipad, along the red "carpet" from the helipad to the meeting site, and at the meeting site itself. Many of the young volunteers had come to Soust, complete with their uniforms, from the Deedar in Passu the previous day. The PA system had also been brought from Passu, and the chair for His Highness from Khuda Abad. The area around the tunnel presented a touching and colourful spectacle, organized with love and devotion by the followers of His Highness.

The two helicopters came into view just before 0900 hours. As helicopter 1, carrying His Highness, approached the landing site, the audience read aloud the Durood Shareef, calling for Allah's blessings for the Holy Prophet (Peace be Upon Him) and his descendants. Helicopter I landed at helipad 1, followed too closely by helicopter 2 approaching helipad 2. The dust kicked up both helicopters was so thick that I lost sight of helicopter 2. My heart skipped a beat at the thought of helicopter 2 making a blind landing. To my great relief, I finally saw helicopter 2 spring up from the dust and fly over helicopter 1 and the tunnel. It turned around and later landed comfortably at helipad 3. (I was told later by ZA that, in Khaiber, helicopter 2 had landed in the fields, choosing to ignore the two helipads available to it).

The discussion which His Highness had at the VO meeting is reported in the attached transcript.

At the end of the meeting, the GM invited the VO President, bedecked in his military decorations, to present the chogha, the villagers had prepared for His Highness, Choghas were also presented to:

- the Administrator, Northern Areas, Mr.Abdul Qayyum Khan;
- the Chairman of the AKRSP Board of Directors, Mr. Ramzan Merchant.
- the President of His Highness the Aga Khan Ismailia National Council for Pakistan, Mr. Ashiqueali Hussain.

Since the villagers had prepared five choghas, we were now left with one chogha and the GM invited the VO President to present it to Bob Shaw. A few minutes later the GM turned to me and asked: "Where is the fifth chogha?" I turned to the VO President and asked "Where indeed, is the fifth chogha?. We were then informed thathe t the fifth chogha was "for ladies". This was the first time in my five years in Gilgit that I realized that choghas, like glaciers, can be masculine or feminine! At any rate, the "ladies chogha" was finally presented to Mrs. Shoaib (She was wearing the chogha given to her by Administrator).

After the presentation of the choghas, His Highness walked up to the point from where he could see all the hard work which the villagers had put in to develop their new land. He then walked up along the line of the tunnel itself, stopping by the huge pits which the villager had dug in the process of constructing the tunnel. His Highness clearly enjoyed the spectacular setting of Soust, and appreciated the tremendous accomplishment of the villagers. He talked easily with those around him, joking with some of the journalists in French. He also spoke affectionately of the efforts put in by the villagers for his visit, and he took a particular interest in the work and background of SO Mohammad Iqbal and Field Coordinator (WID) Yasmin Rehmatullah. *Sadly, however His Highness was not aware of the fact that he had been received at Soust by the only Chicago boy working in Pakistan! The Princeton man won out, by virtue of his introduction at Broshal! (My apologies. I had already informed about your back ground in the helicopter - GM).*[16]

16. Chicago Boy here means Tariq Husain, AKRSP's Program Economist and DGM who held PhD in Economics from the University of Chicago and Princeton Boy was Nabil Malik. It is important to note here that HH Aga Khan believed that he should hunt the best talent available to serve the poorest of the poor, and offer them packages comparable to private sector. These professionals made critical contribution in making the program a big success. If we take this into consideration then government needs NGOs' flexibility and private sector incentives to make difference on ground.

Recorded by:
Nabil Malik

November 19, 1987

Subject: His Highness's visit to Broshal

On November 18, 1987, NAM, GN (Ghulam Nabi), ZC (Zaheer Uddin Changez) set off for Broshal at 1400 hours. As soon as we crossed to Hunza over the Nasirabad bridge, we could sense the excitement in the air. The KKH was being lined with green and orange flags and everybody seemed to have a purposeful stride around us. We met NM (Noor Mohammad) at the satellite SOs office who informed us that all the preparation for the visit of His Highness had been made and that we should visit the village the next day. So we started back to spend the night at Karimabad. All of Hunza was ablaze that night. It reminded me of the tatto show at the Horse and Cattle Show that I used to go to as a child. Fires ringed all the fields and even the room of the Jamaat Khana in Haider Abad had a geometric pattern glow on it. Karimabad itself was being made up and fussed over by everybody.

The next morning was bright and cheerful. A tuft of cloud was hanging on to Rakaposhi for its dear life and many magpies were zipping around. We headed off for Broshal at 0700 hours. NM was already there with his team and the villagers were busy setting up for the visit. The horns of the yaks to be presented were being oiled and the tractor was being decorated. Precisely at 1020 hours we saw the helicopter enter the Hooper valley and it touched down amidst a blizzard of dust at 1022 hours. I was extremely thrilled when His Highness talked to me about Princeton and my work at AKRSP. It seemed as if he had all the time in the world to listen and talk with me! He then met the others and started his short walk to the Imam Bara which was lined by little boys from the school in Nagar Klan. These boys had walked quite a distance to pay homage to the Aga Khan. His Highness then went over to the tractor that was owned by the VO and decided to test the driver seat! He enquired about the pay of the tractor driver and then laughingly asked he could negotiate on it with the manager. The GM then led His Highness to the decorated yaks that the villagers wanted to present to the Aga Khan and the VO livestock specialist followed with his kit. The rams that were with the VO were also chased, captured and brought to be shown to His Highness. The entourage then moved to the Imam Bara and at 1036 hours, the GM requested His Highness to talk to the VO.

Before he could start, the Mir of Nagar presented His Highness with a Chuga and a cap. His Highness thanked the Mir Sahib and all the people for the warm welcome he had been accorded. He thanked everyone for the welcome painstakingly etched on the mountains and for the present he had been given.

Then the dialogue started. His Highness wanted to know how the people of Broshal viewed the future of AKRSP and if they had any new ideas on how things could be done better.

Haji Ibrahim, the Manager of the VO, answered and said that the villagers were faced with many problems before the formation of the VO. There was scarcity of water and animals died regularly from disease. Since the operation of the programme in the areas, there was increased supply of water and the animals were being vaccinated. Provision of fertilizer also provided them with lots of benefits. Haji Ibrahim went on to say that the VO had a savings of Rs.114,000 safe in a bank and it had secured a loan of Rs.150,000 because of this saving from AKRSP to purchase a tractor and a thresher. This tractor and thresher now provided the village with an annual income of Rs.20-30,000. The GM reminded Haji Sahib that His Highness also wanted to know of ways to improve his programme.

Haji Ibrahim said that uptil now they had no complaints because AKRSP listened to them. Whenever it would stop doing this, then they would definitely complain. The GM then asked the President of the VO to talk about his ideas on improving the programme. The President said that he thought the village would benefit the most by planting as many trees as possible. The fruits and the wood could then be sold quite easily for a profit. The President continued and said that if the VO could get into the transport business with AKRSP's help, then it would provide increased opportunities for income. His Highness then wanted to know the status of health, education and housing in the village. The President complained that their boys had to go to a middle school that was eight miles away. He then expressed the hope that if the primary school in their village were upgraded then many things would be easy for them. His Highness then asked that if there were people from Nagar who were training to be teachers. The President said that there was a school, there people would become teachers. His Highness inquired if villagers who studied down-country came back. The President replied that right now they did not but if better arrangements for schooling were provided, then he saw no difficulty in the young men from returning to teach.

The Aga Khan then wanted to know about the general health in the village. The President said that there was a small dispensary in the village and a basic health unit was under construction. He hoped that the completion of this unit would take care of the health needs of Broshal. His Highness then wanted to know about construction technology in the village. Haji Ibrahim said that to construct better houses they would need loans and engineering help. His Highness then asked if this was an area that

the people wanted to see AKRSP in. Haji Ibrahim said that they would be grateful if such a step were taken because housing remained a major problem. Whenever there was rain or snow, the entire village immediately became submerged in it.

The Aga Khan asked when the last earthquake had been experienced by the villagers. Haji Ibrahim said that they had minor tremors a couple of months ago but it was the rain that caused the most damage. From the 10th to 13th October, the entire area had torrential rain followed by snow that uprooted trees and destroyed houses.

His Highness then invited the villagers to say something to him. Haji Ibrahim immediately replied that with the initial grant they had been able to complete only two-third of their channel and they required additional financial assistance to complete it. His Highness graciously agreed to give them additional funds for the purpose. Haji sahib then went on and said that this request was for the VO only and he had another request from all the people of the area. In 1978 a flood had rendered 250 families residing in the area totally homeless. These people had been allotted land by government in Jutal. There was, however no water for that land no action had been taken by anyone. If water could be made available, then it would help everyone. The GM said that AKRSP would first conduct a survey to see what could be done about it.

His Highness then asked what the women did in the village. The President took over from Haji Ibrahim and said that at present they do nothing except their participation in the house work and agriculture. But he would very much like women from outside to come and train their women in the village not only in agriculture but in other sectors. His Highness then asked if their agriculture would improve further if such training were provided to which the President replied in the affirmative. His Highness then said that he hoped that we would visit Broshal again in future and that their channel would be complete when he did.

As soon as this dialogue ended, the villagers brought out tea, dried fruit and tikkas even though they had been asked several times not to by NAM and NM. Anyway, His Highness seemed to relish all that was brought and he conversed with NM and his SO unit. His Highness and his entourage then took off for the Baltit Academy after a good forty minutes at Broshal.

After all this I have a few words for the disgruntled Chicago boys keep trying.

November 20, 1987

NOTE FOR THE RECORD

Subject: His Highness' visit to Barkulti Paeen & Pari VOs.

The day began at 0900 hours with the helicopter reaching Barkulti at 0940 hours where HH was greeted by Pir Sahib, Member Northern Areas Council and President of the VO. HH was escorted to the Heifer animals shed from the helipad and spent some time enquiring about the non-profit nature of Heifer International, prospects of multiplication of stock, cooperative management of the animals, provision of fodder, preparation of silage and marketing of produce. RAK, Hazir Shah (Manager of the VO) and Barkat answered the queries and also showed round the animal sheds and the dairy produce. On Anwar Rammal's request, HH posed alongside a cow feeding her calf. From the shed HH headed towards the agricultural machinery pool where four tractors, one datsun pickup, two threshers and a milk churner were lined up. HH observed that this was the biggest machinery pool he had seen at any VO meeting. On request he obliged by climbing into the tractor belonging to VO Sandi and quipped that this would be a good advertisement photograph for Massey Ferguson. HH enquired from the tractor driver and the Manager different aspects of the use of the machinery pool and profits made on operation of the pickup.

Next HH visited the stall where agricultural produce of the area was on show. Thereafter the discussion with VO members began with recitation from the Holy Quran and its translation by a local boy, who did it extremely well. The transcript of the discussion is annexed.

After the meeting HH talked to Barkat and Abullah Jan. On SSK's informing HH that Barkat was demanding a jeep, the comment was that so long as he does not demand a helicopter, it is all right.

HH was visibly pleased with his visit to Barkulti.

For Jamaat meeting HH stopped at Taus, Chattorkhand and Singal. Pir Karam Ali Shah who had recently been returned to NA Council had made lavish arrangements including a sumptuous lunch. At Singal HH was very pleased with the shape of the Jamaat. On being introduced to Mohammad Yar Khan, Social Organizer Punyal, SSK informed HH that one of the AKRSP staff has been taken away. HH said that he could easily manage both the jobs. HH was pleased to meet Manager of Thingdas VO.

At Pari HH was received by the members of VO with gifts of four gaily decorated bullocks, whom HH graciously patted. HH also inspected the completed reservoir. After recitation, HH enquired of the members if they wanted to say anything. Mohammad Nabeer, President of the VO informed HH of the benefits accrued to the members through collaboration with AKRSP, including tremendous inroads in the field of fertilizer use, savings loans and agricultural production including forestry. However, the instability of their irrigation channel was bringing all their efforts to naught and he mentioned to HH the stoppage of irrigation water for the last one month due to damage to the channel. On enquiry as to what HH could do in the matter, Nabeer requested HH to remind the President of Pakistan of his promise made to the villagers last year, during President's visit to the village that the channel would be reconstructed with hydel power generation capacity. HH promised to do so during the course of next week at Islamabad.

HH returned to Gilgit by 1615 hours and saw 'Welcome to His Highness written high up on the rocks above Pari.

Transcript of HH visit to Barkulti Payeen

HH: Would you tell the representatives of village organization that I have read their speech and the first thing I want to do is to convey to them my very warm congratulation on outstanding results they have achieved. The second point I want to make to them is that I am very impressed by the diversity of agriculture products, they have been introducing here and my conviction is that the village organization can diversify their activities as well as they have, it is my hope that they will be able to do some transformation of agricultural products. The women activities appear to be quite active here and I would encourage the women to be increasing their activities in work here, in areas where they can be particularly productive. I see that they have six thousand chicks and lot of work in poultry field. I encourage them to continue. I am very happy to see all the families of the village, working together toward a common objective and I hope that they would continue to do so.

Are there any question, to ask. Would you tell him that I noticed in their speech, that they say that on the basis of the lesson taught by AKRSP, all the VOs would emulate AKRSP's example even in the event of AKRSP phasing out. There is no question of AKRSP phasing out to the detriment of any one and so long as AKRSP is helpful to the village organisations, we would seek to continue to support them, as long as it is desirable and in fact my belief is that the village organisations in 10 or 20 years ahead, can address themselves to many new problems to improve the quality of life.

GM introduced Mr. Barkat, SO and Mr. Abdudllah, Assistant Engineer to His Highness.

HH remarked, "really I congratulate them".

GM: Mr. Barkat is always wanting a jeep, he has only a scooter. He makes all sorts of arguments, this area is snow bound.

HH: Remarked, "so long he does not ask for the helicopter, good". I will take your leave now and congratulation on your outstanding performance. Very very good.

I have spent here in the Northern Areas one of the most inspiring and exciting weeks of my life: Words are shallow in comparison to the depth of feeling and admiration. I have for the extraordinary achievement of AKRSP, and everyone Connected with it, achieved in the last five years. Centuries of poverty and despair, human conflict and division appear to be fading into the past, as new light and hope are projected onto a future which people can believe it. Yes, words do fail….

Agakhan.

20th November,
1987.

3rd January 1988

Dear Shoaib,

Since my return from Pakistan, the pressure of work has been relentless and it has been impossible for me to write to you earlier to tell you how happy and inspired I was by my visit to the various Aqa Khan rural support projects in the north of Pakistan. I of course wanted to write to you earlier, but so much needed to be said that time and peace of mind were really very necessary indeed.

My six days in the Northern Areas were unique in every way: we lived them in the most beautiful weather and even if at times it was a little cold, it seems improbable that six such beautiful days should have succeeded each other, particularly when it was so important for so many that that should be the case. There were moments when I wondered whether perhaps the beauty and the stability of the weather were symbolic of a new vision of life for people in the Northern Areas, for at no time in my previous contacts with the people of the north have I seen so many, from such different backgrounds, united in a common inspiration and a common vision of the future. Your leadership and AKRSP have focussed the thoughts, the efforts and the endeavours of the peoples of the north on shared and achievable goals for the future, instead of on the historic and often divisive forces of their past. This achievement can never be over-lauded because in its essence is a symbol and a lesson not only for the peoples of other areas of Pakistan, but also for our world's Ummah.

At every project I visited I was struck by the incisiveness, the clarity and the correctly-focussed thinking of all the villagers and the project staff in determining what they needed and in what order of priority. The variety of the projects was exciting, but, from my personal point of view, what was even more gratifying was the universally high standards of what was built or of what was being done, whether it was a completed water channel through a tunnel, or a feeder-road cut across a rock face, or the introduction of a new breed of cattle, or the growing for the first time at such high altitude of fruit and vegetable. The universally high quality of AKRSP's projects is not only important for the performance of each individual project, but equally so for the overall reputation and credibility of the programme in Pakistan and abroad.

During the coming months, the Aga Khan Foundation will be reflecting on what should be the new and significant components of the second phase of AKRSP. Some of them were touched upon during my recent visit, such as diversification into the social services of health and education, or such as the improvement of the general environment and the local habitat by teaching how

to supply services or to build shelter correctly, or perhaps even in addressing issues which today may appear over-sophisticated, but which tomorrow will be viewed as having been desperately needed, such as proper village planning.

All these ideas will need to be thought through and tested, but essentially they represent the extension or the multiplication, or the diversification of services under AKRSP leadership. It may be that the time has now come to be more adventurous in our thinking and to consider the provision of services, however diversified they may be, as representing only one of many areas of benefit to the peoples of the north which AKRSP could stimulate. A second one might be the creation and support of new institutions which could be developed with specific and specialised mandates, and which in due course could become resource bases to the services. I am thinking of specialised finance institutions which would not only manage and invest appropriately the newly created capital of the village organisation, but which would also offer specialised material support for activities such as cooperative farming, or venture capital for agro-industry, or specialised finance for housing, or insurance for agricultural or industrial production.

These new institutions would require new forms of specialised manpower and might be particularly well adapted to those young men and women of the north who do not view their future there as being related to agriculture or who might simply be squeezed out of it as has occurred elsewhere in the world through the combined forces of rationalisation and mechanisation. While 1 know that you and your colleagues will participate extensively in the definition of AKRSP's phase II, I thought it might be helpful if already in this letter I were to illustrate some of the ideas that I have been toying with.

Before ending, please accept my most grateful thanks for the magnificent way in which you organised my visit to various AKRSP projects and for the meeting of the village organisation Managers and social organisers which you arranged on 20th November, and finally for the most beautiful silver platter which you presented to me on that occasion. I would also like to say how very much I enjoyed meeting your wife again and sharing with her our hopes for the future.

With all my warmest and renewed congratulations, and personal regards,

Agakhan.

Mr. Shoaib Sultan Khan
General Manager
Aga Khan Rural Support Programme
Babar Road
Gilgit
Pakistan

myp

June 9, 1988

NOTE FOR THE RECORD

Subject: Meeting with the President of Pakistan
Venue: Army House, Rawalpindi

An informal telephone call to my friend, Mr. Hasan Zaheer, the Cabinet Secretary resulted in this meeting. On hearing what I had to say about the Gilgit disturbances, the Cabinet Secretary felt that I must see the President and himself arranged the interview.

The President, despite a long and busy day, was his usual gracious self and apologised for the late hour of the evening for the meeting and added he had no choice, as he was told that I was due to leave for Gilgit. On the President's query as to how the development programme was progressing, I poured out to my heart's content the anguish, frustration and sorrow I had been harbouring since the unfortunate events. I informed the President that during my 55 years of life time, I had lived through many difficult situations, including the days of Indian attack, as Commissioner Karachi in 1971, but I had never seen such fear and panic, as I witnessed at Gilgit, when even women and children came out on the street to run for their lives, irrespective of the sect they belonged to. I was inundated with requests from Shias, Sunnis and Ismailis alike for transport to evacuate families. This was like medieval times, when invaders used to terrorise and subjugate populations. I handed to the President our preliminary estimates of losses, indicating how nothing was spared - human beings, houses and property, animals and trees, which came in the way of the Lashkar. I mentioned about the contingent headed by an absconder which descended on Punyal and ransacked two villages and only went back, after transport had been provided to them by the Administration. I showed him my NFR and requested him to read the last page containing the big question marks in the minds of the people as to why the lashkar was allowed to come to Gilgit and once it had reached, why the Administration failed to repulse it. I submitted to the President the acute lack of confidence of the people in the government to protect their lives and properties, which I found not only in the areas visited by the Lashkar but even far flung 40 odd villages which I had visited since these unfortunate happenings. I also gave to the President "Proceedings of the Village Managers Conference" addressed by His Highness, in November last, at Gilgit in which more than 500 villages of Gilgit and Baltistan districts sent their representatives and addresses of welcome were presented to His Highness by a Shia and a Sunni delegate. I informed the President of His Highness' great pleasure and satisfaction at this development and now how our six years work was being destroyed by outside incursions and interventions. The President asked if he could keep, the different documents I had shown him, which I most willing acquiesced.

The President said he was most distressed by these happenings and had already appointed a Supreme Court Judge to hold an enquiry and has already ordered action against the local administration. I submitted to the President what could the local administration do with 200 policemen against 20,000 armed persons. It is the people who allowed the lashkar to reach Gilgit should really be answerable. I added that according to my information, for 36 hours the police tried to keep the attackers at bay, because there were not sufficient troops, the police was overwhelmed. The President said that he had personally spoken to the Chief Minister NWFP, who had assured him that no one will be allowed to cross over to Gilgit are and yet he did nothing. The Federal Minister went there and further compounded the issue. I submitted to the President that unless measures are taken to instill confidence in the local population that such a lashkar would not attack again, the credibility of the government would not be redeemed. The President said that he was planning to visit Northern Areas soon and on my request that in the meanwhile, he might consider sending his emissary to have a dialogue with different sects, with a view to helping them sink their differences; the President agreed with the suggestion and said that he would ask the new Minister to do so, and made a note to this effect in his notebook.

The President asked if he could do anything for the programme and on my observation that the President's greatest contribution was asking the Intelligence Agencies to lave us alone. The President smiled and then on a serious note referred with great regret to the campaign started by some periodicals against His Highness and observed that some people in the country do not allow any good work to be done and if someone succeeds in doing it, they gang up in decrying it. He considered this attitude very unfortunate. He asked me to approach him anytime that I need his help in any matter.

I presented to the President a copy of Ujala, in which his photographs and reference to his briefing on AKRSP had appeared. He greatly appreciated the get up of the magazine and enquired if it came out regularly, to which I replied in the affirmative.

While taking leave I said to the President that my sole purpose in seeing him was to convey the anguish of the people of Northern Areas. The President gave the impression that he was determined to see to it that this would is healed up fully. Despite my protests, the President graciously saw me off upto the car.

August 21, 1988

NOTE FOR THE RECORD

Subject: Meeting with His Highness The Aga Khan

His Highness reached Pakistan from Paris by his personal plane on August 20, 1988 at 1000 hours to attend the funeral of the late President. I greeted him in the lobby of the Pearl Continental Hotel, where His Highness was staying. His Highness offered his condolences on my father's death and regretted the delay in writing to me, which I might not have received so far, as he came to know about it only recently. Dr. Mahboob Ul Haq, Minister for Finance, Commerce and Planning was in attendance on His Highness.

Next day His Highness again met me in the Hotel Corridor, while going to call on the Acting President, and desired that he would like to have a few minutes with me on return from the President's House, if I would be kind enough to wait for him. His Highness had already granted interviews in the morning to different personalities including the Finance Minister and the Foreign Minister Sahibzada Yaqoob Khan.

On return from the Presidency, His Highness desired M/S Ashiq Ali, Shamsha Lakha, Akbar Karamali and Kurbanali to join the discussion with me.

His Highness enquired from me the latest situation in the Northern Areas and Chitral. I informed His Highness of the Managers Conference and their re-solution asking AKRSP to arrange a dialogue with the Administration and my efforts in arranging such a meeting with the concerned Minister. I also apprised His Highness about the slight improvement that has occurred with the new Administrator's success in restoring peoples confidence in the administrative machinery, to some extent. However, the trauma of May happenings will take a long time to disappear as the people still feel very insecure.

His Highness observed that the May happenings were not something new as such incidents had happened in the past also, although not at such scale and our response so far has been adhoc. It has been situation response and not a process response. There is greater need for pre-emptive action rather than responsive action. A study should be undertaken for setting up a mechanism for analyzing threats and early signs before these erupt in an ugly situation. The study should concentrate on the evaluating of events and draw up a picture of such events or the past years. This would help in putting in place an early warning system, which would encompass different channels and the process of verification. It should be a much more structural system of warning than what we had so far in the past. The village organizations which is not only an AKRSP VO, should be communicating signs of threats to a central point for taking it up with the authorities. Speed and confidentiality will have to be built in the system. This should make pre-emptive action possible by the authorities, if necessary jointly with AK network.

His Highness turned to Shamsh Lakha for identifying someone from the AKU to undertake the study.

Referring to Afghanistan, His Highness observed that in his view no blanket rehabilitation of Afghanistan seems feasible. it will have to be village by village and area by area involving a concept of consensus and pragmatism. His Highness asked me to identify a group of workers, who can understand language of people across the boarder and belong to all the "Tarikas".

His Highness reassured me that he was hundred percent with AKRSP and if there was anything where I needed his help to take up any matter with the concerned authorities in Pakistan, I should not hesitate to bring it up to His Highness' notice.

Before I left His Highness again very graciously said that his thoughts were with me in the loss of my father and embraced me.

NOTE FOR RECORD

Confidential

Subject: Meeting with His Highness the Aga Khan on June 16, 1994 at 1900 hours at HH's Paris Residence.

I am most grateful to Bill Spoelberch for having arranged this meeting at my request. His Highness, as always, received me most graciously and kindly. I explained to HH that I have come to seek his permission to take the assignment with UNDP and would never do so without his blessings, as I can never forget what HH has done for me and my family over the last twelve years. HH in most magnanimous terms acknowledged my contribution to AKF and what I had done for him and expressed pleasure at the acceptance of the AKRSP model internationally. HH enquired about the autonomy, flexibility and support UNDP was prepared to give me in selection of staff and implementation of the programme. I informed HH that UNDP has already dubbed it as their "flagship programme" and I have made it abundantly clear to them the requisites for success of the AKRSP strategy. HH expressed satisfaction on hearing this.

HH enquired about the situation in Pakistan and asked if there were any particular people on whom AKF should concentrate. I informed HH that the President of Pakistan, Mr. V.A. Jafarey, Ms Shahnaz Wazir Ali, Mr. Aftab Ahmad Khan Sherpao and most of the senior officials have great goodwill towards AKF, however it was the Prime Minister who had the final say in all matters and she apparently had strong views of her own in most matters.

Turning to AKRSP, HH observed that he had the feeling that for the last two years, the programme was drifting and it would be unfortunate if AKRSP does not achieve its ultimate objective of sustainability having made such commendable progress in that direction. HH underscored the need for a clear vision and said he was very comfortable with me because I knew what HH wanted and implemented it. HH wasn't very sure if my successors were in the same position and expressed his intention to spend sometime with Steve.

I tried to reassure HH that the foundation of AKRSP was very firm and strong because it was based on the village organisations and their activists. They shared the vision of sustainability and were willing to and had already taken over many of the responsibilities, what they now needed most was a lobbyist, an intermediary to facilitate access to resources and services and a watchdog to prevent exploitation by activists and the better off villagers of the not so fortunate majority. HH interjected that the VOs would also need new technology and I clarified that this would be one of the most important functions of the AKRSP core, because the thirst of the VOs for new technology was insatiable. I submitted to HH that after Hussain Wali's resignation, Steve in my view, was the best candidate available but unless the authority and autonomy I enjoyed, were also vested in the new General Manager, the programme cannot make real progress. HH enquired as to how long the VOs would take to shoulder responsibility for social sector interventions. I informed HH that this had already commenced and has been happening in many VOs for quite a few years, especially in the field of health, because of the initiative taken by Steve and now Aziz Currimbhoy has started a similar approach for AKES. But the big test for VOs would be the management of community schools and drinking water schemes under the social sector programme (SAP). I informed HH of the World Bank offer to Pakistan to set up a US$ 20 million motivational fund to ensure community participation in implementation of SAP and the stand the donors took at the Paris consortium in favour of NRSP.

In regard to SDC, I submitted to HH the salient features of the recommendations of Ron and Mary of setting up a holding company entitled Development and Finance Support Corporation with commercial banking separated from managed credit or rural banking not for profit. In case of AKRSP core, I submitted to HH about the need for an endowment to place it on a permanent basis. I gave AKF's example which without HH's support, cannot survive and we do not want to create similar kind of demands on HH and to my mind, time was opportune now to think of an endowment to put AKRSP core on a sustainable basis.

HH observed that he would like me to be always available to influence AKRSP, wherever I may be. I informed HH of the written assurance Bob has obtained from UNDP of my continuance on the AKRSP Board and the AKF National Committee and the impression I gathered during my visit to the UNDP headquarters at New York of the importance of AKRSP as the lead programme in South Asia in institutional development at the grassroots and the impact it will have on the demonstration pilots in other countries of the SAARC region. I assured HH of my deep and abiding involvement with AKRSP for all times to come, unless HH decides himself to throw me out.

HH graciously asked about my wife and family and hoped to meet them, in Pakistan next November. He came to see me off to the staircase and I slowly climbed down the 12th century stairs deeply touched by His Highness's kindness.

(Shoaib Sultan khan)

January 21, 1991

NOTE FOR THE RECORD

Subject: Meeting with HRH The Prince of Wales,
at James's Palace. London at 1600 hours.

The meeting was very kindly arranged by Mr. Guy Salter, the Assistant Private Secretary to HRH, who had seen the Aga Khan Rural Support Programme (AKRSP) during his holidays in the Northern Areas of Pakistan, in August last.

The Prince received me at St. James's Palace and enquired if I was based in Switzerland. On being informed that I was stationed at Gilgit, HRH asked if I had come all the way from Gilgit for the meeting and whether I was born there. I gave my place of birth but told him that this was my ninth year in Gilgit and it may sound unbelievable but I was on my annual leave in London, for the simple reason that Gilgit region with 22 highest peaks of the world, measuring over 8,000 meters each becomes intensely cold.

The Prince mentioned seeing the video "The First Harvest", brought by Guy Salter from Gilgit, which prompted him to have this meeting to explore the possibilities of bringing the programme to the knowledge of a wider network of NGOs to achieve a response of similar nature from then. HRH said that he was very impressed by the video and commenced "you were in it"? I admitted now being without the hat, which made recognition a bit difficult. The Prince smilingly said 'Yes I liked the hat'.

I explained to HRH how much NGOs could do and the attitude of government in the third world to shift responsibility to NGOs, which wholly and squarely belongs to them. A plea was made by the London Economist, a few years ago, not to give responsibility for countrywide programmes of development to NGOs but to persuade governments to act like NGO, which means espousing the NGO structure and flexibility. I referred to the story in 'The Times' this morning, about the great success of the Prince of Wales Youth Business Trust. (This to my mind was a good example of an NGO set up by Establishment). I stressed the need for persuading governments to set up NGOs, which although paradoxical, seemed the most feasible way to launch country-wide rural development programmes. I referred to His Highness the Aga Khan's vision of AKRSP developing a replicable model of rural development and explained that although AKRSP is an NGO, it is in essence an attempt to demonstrate to the Government of Pakistan and other governments how they can act like NGOs and however, incredible it may sound, at least one provincial government in Pakistan, has set up an NGO to undertake rural development and given it a legal frame-work to function like an NGO, without any government interference.

The Prince seemed keen to discuss AKRSP and its potential and did not allow himself to be drawn into a discussion about any of the programme, including the Youth Business Trust to which I had referred. He just laughed away when I sought his assistance in helping VOs of Northern Areas to undertake productive investment since they have now accumulated over US$ 4 million as their savings. HRH commented it was a difficult challenge. I was reminded of HH who gave me a similar response when I sought his advice about investing VO savings, a few years ago.

The Prince outlined his interest in rural development and the prospects of checking environmental degradation, mounting forestry plantings and other development initiatives through such programmes. He felt that donors could be persuaded to fund rural development and mentioned the initiative he had taken in setting up a college at Venezuela to train people to upgrade their skills to learn new techniques and scientific methods.

I reinforced HRH's feeling about donor interest in rural development and mentioned the substantial ODA assistance AKRSP has been receiving and the recent initiative by Mr. Richard Manning, Under Secretary of ODA, in getting European Community's funding jointly with ODA for AKRSP. The Prince seemed pleased to hear this.

As to Venezuela College initiative, I submitted to HRH that upgrading of human skills of the rural populace is a fundamental essential of rural development. AKRSP has trained thousands of villagers as managers, livestock and agricultural specialists because genuine rural development can only be undertaken by an extensive cadre of village level workers and not by an army or government functionaries.

HRH enquired if the villagers trained in one village go out to other villages to train others. I explained to HRH the need for a permanent trained cadre of workers in every village, remunerated by the VO, hence the permanent presence of trained workers in the village is essential. However, the good workers are extensively used by the programme as trainers also.

I gave HRH a copy of the Second Evaluation of AKRSP by the World Bank and drew his attention to the recommendation of the Bank for setting up a rural development academy by AKRSP. This I thought was in line with what HRH was doing in Venezuela.

HRH enquired if there was a tendency to leave rural areas after training and go to urban centres. In case rural people found productive employment in their own areas, they preferred to stay in rural environment. I quoted the example of the Hunza Taxi

Driver in Karachi, who told me that he had lost 20 years of his life living in the polluted environment and craved for the clean air of the hills. I informed HRH that I had gone alone to Gilgit to start the programme and today there were more than 140 professionals working with AKRSP and over 95% of these belong to the area. Many of them have opportunities to work in other places, yet they get much greater job satisfaction working in their own areas.

HRH again raised the issue of what he could do to facilitate rural development which may result in conserving environment and achieving overall development. I submitted reading some of his speeches and seeing the two videos on architecture and environment, sent to me by Guy Salter and how impressed I was by his intensity of feeling and genuine concern. If he was prepared to lend his weight and support in favour of rural development, it would have a tremendous impact. I referred to the great advantage we have in implementing AKRSP with His Highness the Aga Khan having a long turn perspective unlike the governments which are very short-sighted. Rural development demands long term commitment. HH, during his last visit to the Northern Areas, spent nearly a week visiting VOs and their projects and talking to villagers. I recalled the presentation on AKRSP I made before ex-Prime Minister Benazir, who thought the programme was revolutionary but very difficult to implement. I agreed with her assessment to the programme being difficult to implement but there was no alternative. The history of rural development programmes in Pakistan clearly brought this out. Every five years or less programmes came to grief.

HRH wanted to know the reason for the government programmes coming to grief. I explained that in the words of my mentor and teacher Akhter Hameed Khan (who implemented the Comilla Project in the 60s and now what is Bangladesh) the principles of rural development are as precise as the law of gravity and if programmes are formulated in contradiction of these principles they are bound to fail. The principles have their origin in 19th century Europe, which were adopted by Japan in the earlier part of this century and more recently by South Korea. The conceptual package of AKRSP is based on these three principles of organisation, capital formation through savings and upgrading of human skills. Our experience in Northern Areas has shown that if rural people are organised and they do need assistance in getting organised because of the poverty trap they are caught in, they can shoulder responsibility at micro level, be it in the field of productive physical infrastructure or protection of environment or planting and safeguarding of trees or generation of capital. The VOs of NAs are prepared even to shoulder responsibility for protection of wildlife, as a group of VOs in one of the villages demonstrated by requesting AKRSP for help in this field, who sought WWF assistance and got a positive response. I submitted to HRH that without fostering a frame-work of grassroots institutions, rural development is not possible and the World Bank in its evaluation report supports the view. In fact the Bank has expressed the opinion that most of the rural development projects, they had evaluated, had the element of institution building missing in sharp contrast to AKRSP and attributed it as the main reason for their lesser success.

I urged HRH to use his influence to persuade Presidents and Prime Ministers to initiate rural development programmes based on involving rural people by fostering grassroots institutions.

HRH responded that he would like to start with Commonwealth States.

I also extended to HRH an invitation to visit Pakistan on behalf of our High Commissioner's Dr. Humayun Khan, who I informed HRH joined civil services of Pakistan together with me in the same year and also made a strong plea to visit Northern Areas. I also conveyed the disappointment we all felt at cancellation of the programme of HRH the Princess of Wales to AKRSP in Chitral. The Prince agreed that reading the documentation or even seeing the video were no substitute for seeing the programme firsthand.

As I took leave of the Prince and thanked him for his graciousness in receiving me. I found a group of people waiting in the ante room to be received by HRH. One of them was Dr. Holdgate, Director General, IUCN who remarked "Shoaib, I didn't expect to see you here".

Mr. Peter Westnaught, who remained present during the discussion, came out to see me off and expressed satisfaction at the meeting and assured that the World Bank Evaluation Report and the AKRSP brochure given to HRH by me, would be read carefully and the office would get back to me.

April 29-30, 1991

NOTE FOR THE RECORD

Subject: Visit of His Highness Prince Amyn Aga Khan.

On his visit to the field and for the briefing session at the Core Office, His Highness was accompanied by:

- Mr. Ramzan Merchant, (RM), Chairman Board of Directors AKRSP.
- Mr. Ashiqali Ghulam Hussain (AGH), President, Ismaili Council for Pakistan.
- Mr. TIG Brassford (Tib), Director, Tourism Promotion Services, Aiglemont.

The helicopter carrying HH and his party touched down at the Gilgit airport helipad at 1020 hours. SSK, officers of the local administration, local representatives and community leaders were at the helipad to receive the guests. After a brief stop-over in the VIP lounge at the airport, the Prince accompanied by SSK, RM, AGH and TiB flew to Gulmit where they saw the site for the proposed Serena Lodge, and also attended WO meetings.

Field Visit - Gulmit

The helicopter landed at Gulmit helipad at 1115 hours, and the honourable guests were received by the local leaders, the Ismaili community and government officials. The guests drove straight to the proposed site for the Serena Lodge. HH walked up to the site and looked at it from all sides. Mr. Rehmat Ali, Programme Manager, Housing Board explained to HH the feasibility of the proposed hotel. The Prince spent about forty-five minutes at the site.

The Prince accompanied by SSK and NM, then visited the WID orchard in Gooz, where he was introduced to the WO representatives and met the members. The Manager of WO Gooz, while explaining the performance of the WO said that the members had earned Rs.65,000 as profit from the orchard. He further said that the orchard had approx. 600 trees. The Prince was very pleased to see the orchard and the different varieties of vegetables cultivated. He said that during his visit he saw a lot of trees growing on all kinds of land.

The second stop was at the newly established orchard in WO Gulmit Centre, where about 120 members had assembled to meet the Prince. Young girls greeted the guest at the entrance by singing welcome songs. The President of the WO and other members had lined up in the fields, carrying garlands and plates of dry fruits. On behalf of the members, the WO President offered a garland to the guest. While talking to the members, the Prince congratulated them for their hard work and success and advised them to continue the struggle and they will achieve the targets set by them. The Prince looked through the attendance registers and the member's personal saving cards.

At 1300 hours, Prince Amyn and his party flew back to Gilgit.

Visit to the Core Office and Briefing

On their return from the field, SSK accompanying the guests, drove straight to the Core Office at 1345 hours. Members of the MG, senior/junior professionals and support staff of Core Office, as well as from RPOG were in a receiving line to meet the Prince. SSK introduced each and every staff to him.

During the briefing session, SSK welcomed the guests once again, and using overheads, gave an update on the programme's performance. He said the covered area was the same as it was during the Prince's previous visit, but the DPO were redesignated as RPOs. This was done as the government had split the two districts of the Northern Areas into four: Gilgit districts into Gilgit and Ghizar; and Baltistan into Skardu and Ganche. He further said that the programme might be extended into Astore subdivision. The German government has decided to provide funds for the area. Formal request from the Government of Pakistan is awaited. Requests to AKRSP for extending its programme into Astore have been coming in for the past three years. SSK further explained the performance of the WOs and their savings; PPIs initiated and completed and about the VO Banking package.

During the briefing session, Prince Amyn and the Chairman asked several questions.

To a query by the Prince on whether any of the PPIs were abandoned for one reason for another, SSK said that a very small percentage were abandoned. The reasons being improper identification in the initial stages; difficult projects or because of problems within the VO. *The real challenge, once the PPI is completed, is that of its maintenance. For example, Rs. 300,000 have been spent on the maintenance of the Aliabad channel. The VO paid for all the maintenance costs. Now they have come up with a request for an interest-free loan for five years.* This request will be forwarded to the Board of AKRSP for consideration.

Some of the other questions were the following: who sees that VO banking money is used for productive purposes; what major problems did AKRSP face in implementing the programme; how is the continuing relationship between the VO and AKRSP, specially regarding identification of new projects; how successful was the appropriate technology package; what about animal husbandry and breed improvement programme, was any attempt made to improve fish farming.

SSK answered the questions thus: *VO banking is completely decentralised. Loans have to be used for productive purposes. The VO itself decides what kinds of loans are given, and the SO provides supervision and guidance. AKRSP is a support organisation for the VO, and a similar institution will have to be created by the VO to provide technical expertise and packages,*[17] similar to the inputs provided by AKRSP. This is necessary as the VO will continue to need some kind of support mechanism.

Answering another question, *SSK said, technological break-through is the need of the area. Any technology that will provide dramatic economic returns will be readily adopted. Seed potato package was very successful and accepted by the VOs, as it provided them a manifold increase in income from one acre of land. Packages have to be developed that will have impact on the income of VOs. SSK further said that the VOs are in some cases being used as independent entities for inputs by all agencies - government, Aga Khan network and UN agencies. He said, piped drinking water is most needed. Women spend hours daily fetching drinking water. To reduce their workload, providing them with piped water is very important. He said micro-hydels are being set up by the VOs with technical and financial support from AKRSP, and several VOs are already using electricity provided by micro-hydels. Regarding animal husbandry/improved breed programme, he said, initially ten animals were introduced in a VO to be managed collectively. Later they were managed independently and the number increased from ten animals to forty-two. There is a lot of potential in livestock development. AKRSP has not gone into fish farming, as yet*.

SSK submitted that the phasing of the programme is not watertight, as many VOs are already at an advanced stage and could be considered as part of Phase II. *Visualizing the future of AKRSP, SSK explained that of the four main support functions performed by the programme for VOs: land development entails only one time subsidy as investment in organisation and thereafter VOs undertake this activity either by their own resources or by taking credit; credit and banking operations of the programme are at an stage leading to an exercise to determine the formal structure of these operations; the human resource development is likely to take the shape of an HRD institute; the agricultural development does entail additional work to develop technological packages and marketing has been a no loss or no profit sharing operation with the VO but considerable work needs to be done in this field to help VOs*.

On credit and banking, a paper on the proposed financial structure is expected to be ready by October for consideration of the Board. Prince Amyn enquired if that would be for AKF Board. SSK clarified that the proposals will first be submitted to the AKRSP BOD.

SSK said we have a clear conceptual framework for human resource development. Numerous requests have been received from external agencies for training at AKRSP. Recently the Prime Minister has approved a summary for initiating AKRSP type development programmes in other provinces of Pakistan, with the assumption that AKRSP will assist in providing training for their staff. HRD institute is already on the cards. KAF has provided funds for the setting up of a training institute for the next three years. Later, we will approach other agencies for funds for a proper HRD institute. *AKRSP will ultimately be subsumed by this HRD institute. All these ladies and gentlemen will ultimately become trainers.*[18]

The Prince, on the conclusion of the briefing, congratulated SSK and the staff and said he was amazed by the amount of rural development that had taken place and the changes that he saw. He said he saw so much greenery this time, so many trees, and the increased area under irrigation. Prince Amyn further said, he was very keen to see the next phase as great a success as the previous one.

While signing the visitor's book, Prince Amyn wrote "Congratulations".

17. This idea later found an appropriate form as Local Support Organization. It will be interesting someone carries our research on the path from the felt need to creation of an LSO.
18. What happened to this idea? It is still needed. This is one of the best ways to transform the government.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR RECORD

By: Shoaib Sultan Khan

Subject: Visit of HRH Princess Cristina of Spain of Northern Areas.

Bob had forewarned of the visit on telephone from Geneva, after his conversation on the subject with HH. The Princess flew in Islamabad by PIA from London on August 19 and met me twice at 1600 hours and 2000 hours at Pearl Continental Hotel, along with her entourage (tutor Professor and PRO) and Mr. Aranda, Charge de Affairs of the Spanish Embassy, to finalise the Programme. Since the Princess Cristina's party comprised ten persons and she did not wish to leave anyone of the party out of the programme, quite some details had to be worked out. Only the Princess spoke English, while the Professor had to be informed of every bit of discussion in Spanish. The Princess expressed a keen desire to see some of the AKF projects.

It was agreed that the programme drawn up by Indus Travels for the Royal Party to travel by road from Islamabad to Kashgar, should be left in tact. However, the return programme was modified as follows:

26.8.1991	0700 hrs	Leave Kashgar
	1600 hrs	Arrive Sust
		To be received by GM AKRSP
		Visit Sust Irrigation Project
	1700 hrs	Fly by Helicopter to Ganesh Helipad
		Stay at PTDC Motel Garelth or at Karimabad.
27.8.1991	1000 hrs	Fly by helicopter to Shangrilla
		Briefing on AKRSP
		Lunch
		Visit Sookha Jheel Project
	1600 hrs	Fly back to Ganesh Helipad
28.8.1991	0900 hrs	Fly to Shimshal (if helicopter available) or visit Batura Glacier and Passu Development work. Meet Garelth/Roshanabad-Sherabad WOs
		By Road
	1230 hrs	Return to Karimabad/Aliabad
		Lunch
	1400 hrs	Visit Baltit Academy and Fort
	1600 hrs	Call on Mir of Hunza
	1700 hrs	Leave for Gilgit
		Night stay at Serena Lodge
29.8.1991	0800 hrs	Leave Gilgit by helicopter
		Visit Singal Medical Centre
		Meet Teru VO/stopover Phandar
		Flyover Shandur Pologround
	1230 hrs	Arrive Chitral
		Lunch
	1400 hrs	Visit Kafir Valley
	1600 hrs	Leave for Saidu Sharif

c.c. Management Group
Chairman, AKRSP BOD
General Manager, AKF Geneva

NOTE FOR RECORD

Subject: Visit of Mr. Guy Salter, Private Secretary to HRH the Prince of Wales

Mr. Salter arrived at Gilgit on Friday August 24 from Skardu, by road.

HWK showed him round Gilgit sights and the bazaar. In the evening he viewed the First Harvest and took a copy to show it to Prince Charles (Detailed NFR of the briefing session is attached). The Administrator (on my request) hosted a private dinner for Mr. Salter and his friends (Mark Katzenelleabrgen and Jo Colman) at the Residency, which the guests greatly enjoyed. HWK, IAH and Ali Ahmed Jan (whom Mr. Salter had expressed a desire to meet) were also present at the briefing and the dinner.

Mr. Salter changed his original programme to spend an extra day at Gilgit and join his friends a day later at Phander.

August 25 was spent in driving him upto Passu, accompanied with HWK, Ali Ahmed Jan and myself. Mr. Salter walked upto the snout of the Batura glacier along the newly constructed irrigation channel by the VO. He was most impressed with the VO's achievement in construction and maintenance of the channel and land development. Mr. Salter was entertained to lunch by the Rani of Hunza (Mir Ghazanfar and his wife were away at Islamabad) and enjoyed visiting the Baltit Academy and the efficient way it was being run by the Principal Mrs. Rehmatullah.

Mr. Salter profusely thanked me for all the arrangements made, so far, in Baltistan and Gilgit. Darjat had arranged a visit to a VO meeting and PPI on their way to Hushe and also entertained them to dinner at his house, on return.

In private conversation Mr. Salter expressed regrets at the lack of contact between the Prince and His Highness previously. He felt there was much in common between their attitudes towards development and that HH, because of his professional organisations and experience, was in an advantageous position to help the Prince in implementing his plans.

Mr. Guy Salter is a young man in his late twenties with a business background and in the Prince of Wales' private office is looking after the innovative and unorthodox portfolio of projects of the Prince. There are two other main aides to the Prince, as his private secretaries.

Mr. Salter observed that AKRSP type work is in the centre of Prince's vision of development. Unfortunately, he lamented, most people fail to grasp the vision. He was very complimentary towards Lynda Chalker (British Minister of overseas aid) and stated that the Prince had great respect and admiration for her. He narrated how it took him twelve months to persuade the PM to see five small time businessmen who were helping implement the Princes' project of involving the world of business in development. But once she met them at 10 Downing Street, she was most fascinated and impressed by what they had to tell her.

Mr. Salter expressed satisfaction at ODA's willingness to support AKRSP type development, otherwise they had a poor image back home about utilisation of aid money. I reinforced ODA's image and enthusiasm in supporting innovative development projects, in the light of AKRSP experience. Mr. Salter said that his friend Jo Coleman (Rickett and Coleman owners) has changed his view about development after seeing AKRSP, otherwise he was very skeptical about the utility of development aid.

Mr. Salter left for Phander on 26th morning with the desire to see Teru, as suggested to him by HH.

On the morning of August 27, Mr. Salter and his friends caught up with HWK and myself at Teru, where we were holding a follow up dialogue on VO Banking, having flown by helicopter earlier. They spent a couple of hours at the dialogue of ten VOs, interjecting their own questions, on the concept of Village Organisation Banking, the state of the village prior to formation of the VOs, linkages with other agencies and their response to VO etc. *Mr. Salter observed that AKRSP seems to be the only agency in constant contact with the grassroots fostering a selfreliant organisation at micro level and helping it link up with other service agencies*.

Before resuming their sojourn to Chitral over the Shandur pass, with a stopover at Mastuj, Mr. Guy Salter again expressed tremendous appreciation of AKRSP's development strategy and achievements. He offered the possibility of making the services of a marketing specialist available to AKRSP for a couple of years, from the network of business houses fostered under one of the projects of Prince Charles. He expressed a strong desire for arranging a visit of the Prince of Wales with Princes Diana to the project.

c.c. Programme Planning Meeting
Chairman AKRSP BOD
General Manager AKF(G)

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

Note for The Record

Visit of Mr. Guy Salter,

Assistant Private Secretary to the Prince of Wales

With a group of friends, Mr. Guy Salter (GS) was on a private trekking trip to northern Pakistan. In the evening of August 24, GS and his friends were invited to the Core office for a briefing on AKRSP. Following that, they attended a dinner hosted in their honour, by the Administrator, Northern Areas. Earlier, GS and his friends were received by RPO staff at Skardu, and were invited for an informal dinner at the residence of Mohammed Darjat, the Regional programme Officer.

The visitors were received by SSK, HWK, IAH and Mr. Ali Ahmed Jan (AAJ), the Senior Superintendent of Police. They remained with SSK for some time in his office and looked around the office, viewing maps, charts and photographs of the project area. GS was shown the photographs taken during HH's two visits to the programme area. One of the pictures showed HH walking up a newly established hill-side plantation at Teru. GS expressed a desire to visit this site on his way to Chitral. The visitors were then shown the "First Harvest" (edited version), followed by a long and very interesting question-answer session.

GS and his friends were extremely perceptive about the Programme concept, its rationale, and the particular difficulties in selling a "hard" programme; and they picked on the right issues. GS' first observation was the enormous effort that people must put in to eke out a living from such a harsh inhospitable physical environment. He admired the remarkable skill that people exhibited in making such fine terraces, literally creating soils from barren mountains. SSK remarked that perhaps these majestic mountains lend some of their strength and greatness to the inhabitants, which is why they are so determined and resourceful. Responding to a query on irrigation technology, HWK informed that AKRSP has built on the local knowledge by adding new skills and techniques, such as the use of drilling machines, explosives, instruments of leveling etc.

On the Programme philosophy, GS asked SSK if he himself was the creator of this unique development theory, which he said made a lot of sense to him. SSK said, "only to the extent that I retrieved it from oblivion," and made it part of the modern literature on rural development by showing that it can work in a large enough area. *SSK then explained the origin of the three principles in the 19th Century Europe from the works of Raiffiessen, and the spread of these ideas to other parts of Europe, particularly in Scandinavia, and also to Japan, and Taiwan in the early decades of the 20th Century, and later to South Korea.* Another observation of the guests was on AKRSP's strong emphasis on sustainability, which they said was central in any development initiative, but is missing in the majority of cases. They particularly liked the idea that AKRSP will eventually phase itself out, once its major functions were taken over by the local institutions. Seeing their interest in this fundamental issue, SSK explained the process of institution-building, which effectively means investing in organisation, combining education with motivation, and enhancing technical and managerial skills of the rural population. *As to how one would know if this process will succeed, SSK said that the VOs' savings was a good measure, which now amounted to more than $4 million. The result of this strong capital base means greater financial autonomy and self-reliance in the rural areas, SSK observed*.

GS observed that he saw a great similarity between this approach and what the Prince of Wales is thinking for promoting sustainable development programmes. GS further said that he believes HRH and HH can forge a good partnership in promoting their common goals of human betterment by sharing their ideas and experiences. At the end of the session, GS requested to have a copy of the "First Harvest", which he said was an excellent documentation of the excellent work done by AKRSP. SSK presented the video cassette and a plaque depicting AKF logo, as a memento of his visit. IAH presented dried "Hunza Apricots" to the visitors, recently packaged by the VOs with the Programme's assistance.

The discussions continued at dinner at the Administrator's House. The visitors were shown historical relics dating back to the British rule before independence. The visitors were particularly excited to see a Visitors Book which recorded impressions of the visiting dignitaries (including HH) since 1911. GS and his friends also recorded their impressions in this historic book. In AKRSP's Visitors' Book, GS and his friends wrote the following remarks:

[We were able to see project's work "in the field" before coming into the office and were overwhelmed by how practical and unbelievable and, above all, action-oriented AKRSP was].

Guy Salter

[Full of admiration for the dedication and commitment demonstrated by all we have met who are involved with AKRSP].

Mark

[One can only be impressed - and grateful].

Jo Colman

c.c. Management Group (by circulation)
Chairman AKRSP BOD
General Manager AKF(G)

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan

Subject: His Highness the Aga Khan's meeting with the Donors on November 2, 1991 at the Presidency at 1800 hours.

Mr. Ramzan Merchant, Mr. Ashiq Ali, Dr. Chris Gibbs and myself were in attendance. Mr. Jeremy Greenland waited in the ante room.

HH welcomed the participants and explained that he wanted to share with the donors ideas for building institutions to meet the development needs of the future. There are new horizons to be explored and there is need for self-sustaining entities to meet particular needs, such as, of the young people. AKRSP is in need of external assistance to move towards good governance of such institutions. It is of paramount importance to identify correctly needs of the future, to determine the structure of sustainable institutions. HH emphasized that AKRSP should now create a market situation, in which villagers operate as buyers of goods and services contrasted to the current phase where they seek assistance from AKRSP.

Turning to identification of needs of the future, HH referred to credit, human resources, engineering and technical assistance and continuation of rural support as possible areas of action. In the field of human resources, HH underlined the development of an institution to help individuals to become the promoters of development and to equip and qualify them not only in agricultural but other fields also. The engineering and technical entity should endeavour to meet the needs of the individual as well as of corporate sector of the Northern Areas. The rural support effort should bring on a more focussed attempt at self-sustainability through protection and development of human and financial resources. HH reiterated AKRSP's mandate to operate on a fairly widespread geographical area of the Northern Areas.

Referring to AKDN's rural support activities, HH sought collaboration not only for AKRSP but also in social action programme (SAP) and made specific mention of education where government policy has been backwards and forwards and there was need to enhance the effectiveness of the existing structure. *HH observed that teaching is looked upon and ranked as a poor profession and there was need to enhance the status of the teachers. Like nursing, HH felt teaching perhaps also needed a similar intervention. There was need to train master teacher trainers and to carry out indepth research and analysis of teaching needs*.

HH turned to CG and me to enquire if he had misstated or left out anything pertaining to the future plans of AKRSP and requested the donors their views because he did not wish to embark on new initiatives with regard to AKRSP without their full knowledge and participation. I murmured since it was HH's own vision how could there be any misstatement. CG commended the way HH articulated the future strategic direction of AKRSP.

Mr. Wall of the World Bank referred to the profound dissatisfaction of donors with GoP in implementation of SAP and stated that money and resources were not the only problem. What was lacking were creative solutions and replicable programmes, especially in the field of education, health and lowcost physical engineering solutions for water supply etc. He advocated AKDN's help in searching and developing replicable solutions for SAP. He felt that resources could be found to implement such programmes.

HH agreeing with what Mr. Wall had said, pointed out to the problems of physical planning and the lack of capacity in this field besides *absence of legislative instruments to enforce rules and procedures*.

Mr. Pepper sought elaboration of the idea of the engineering entity. I mentioned the proposal regarding implementation of water supply scheme by AKRSP as a possible function of the set up.

HH added safe buildings, village planning and technological innovations as other areas of activity of the engineering entity.

The Canadian High Commissioner appreciated the achievement of AKRSP and observed that much good has come out of it and made a specific reference to the mobilization of savings. He was very supportive of the idea of developing sustainable institutions for the future in human resource development, technological and engineering fields and in building institutional linkages. In regard to training of teachers, he made a strong plea for increasing the teachers' salaries and lamented the allocation of a low proportion of the budget to education. He was happy that AKRSP is being imitated by others and felt that this needs to be encouraged.

HH referred to AKDN's setting up of the NGO Resource Centre to improve the NGO sector, as very few NGOs were active in Pakistan, despite their large number.

The German Ambassador considered it a privilege to be able to participate in the development effort of AKRSP by providing funds for extension of the Programme to Astore. He was happy that KAF had been collaborating with AKRSP from before. He emphasized the need for fighting poverty at all fronts because the agricultural and rural development potential in Northern Areas was limited, hence there was need to undertake income generating industrial projects.

The Netherlands Ambassador fully supported innovative new steps but cautioned against the danger of setting up parallel government in NAs. He sought AKF's help in Dutch initiatives in the field of health and education in Baltistan. He strongly supported the proposal to involve AKRSP in implementation of the investment plan for drinking water in the NAs for which the Dutch funding was being lined up.

HH clarified that nothing would be done in a hurry. It would take one to two years to come up with proposals for a more structured AKRSP, encompassing the twin objectives of institutionalization and self-sustainability. HH assured that this would be done with full participation of all concerned. There was no intention to "pull the plug".

The EC Representative considered the self-sustainability idea as a natural consequence of the development of AKRSP. He assured of EC support in attainment of this objective. He also mentioned EC interest in the Institute of Education.

The Norwegian Charge de Affairs expressed their happiness with AKRSP and fully supported the idea of institution building. The Norwegians were also very favourable towards NGO Resource Centre. However, he emphasised the importance of environment and the need to keep environmental issues in view.

HH assured him of AKF's concern with environment and CG pointed out that environment was the cross cutting theme through AKDN's programming.

Mr. Goser of KAF, who had returned in the morning after eight days in Northern Areas, commended people's participation in AKRSP. He felt AKRSP strategy most suitable for reconstruction and rehabilitation of Afghan rural communities. He also pointed out the dangers of unbridled spread of tourism in NAs and urged for helping people to resist the adverse kind of tourism. HH referred to the help AKRSP is giving to NGOs working in Afghanistan by way of training in and exposure to AKRSP strategy. HH also agreed with Mr. Goser about the importance of protecting society from the adverse effects of tourism.

HH thanked the donors for their participation in the evening's discussion and observed that without their support and assistance, AKRSP would not have been possible.

c.c. Management Group
Chairman, AKRSP BOD
General Manager, AKF Geneva

AGA KHAN FOUNDATION

The Chairman

7th of March 1997

Dear Shoaib,

I have been delighted to note the accomplishments of the National Committee of the Aga Khan Foundation (Pakistan), and would like to express my gratitude for your personal contribution to the Foundation's activities. I would be most happy if you could accept my very warm invitation to you to continue your membership for a further term, until the 20th of March 2000.

I hope the Aga Khan Foundation can continue to count on your intelligent and creative support during the forthcoming term.

In admiration, and affection to you and all your family,



Mr. Shoaib Sultan Khan
c/o Aga Khan Foundation (Pakistan)
House No. 12, Street No. 84
Sector G-6/4
Islamabad
Pakistan

myp

Note for the Board

July 30-31, 2006

By: Shoaib Sultan Khan

August 5, 2006

Subject: Visit to AKRSP Local Support Organisations (LSO)

On the fateful day in December 1982, when I had set out on my journey to Gilgit in a borrowed jeep, it was not in my wildest dreams what was to become of Aga Khan Rural Support Programme (AKRSP). I had taken this plunge in "terra incognita" to borrow Bob Shaw's words only on the assurance of my mentor Dr. Akhter Hameed Khan (AHK) who came all the way to Sri Lanka to persuade me that despite our unceremonious exit from Daudzai in 1975, environment was now favourable in Pakistan to initiate a programme picking up the threads where Daudzai had left. He was optimistic that behind the AKF (Aga Khan Foundation) shield, AKRSP would be able to deflect all arrows and missiles thrown at it. On top of all this, he promised his full guidance and support and true to his words made no less than 12 visits to Gilgit, many a time by road and his twelve reports on AKRSP are the textbook of Rural Development.

My first meeting with His Highness arranged by Ramzanbhai at breakfast, at the State Guest House in Rawalpindi, as HH could not come to Gilgit due to inclement weather, further reinforced what AHK had told me. Of my three benefactors in working life, finally I had found a Patron who had a long term vision and abiding interest in the programme so much so that in front of the Chairman of the Board of Directors of AKRSP, I was being given a carte blanche to approach HH directly whenever I felt I needed his personal support for the Programme.

HH explained his vision that he wanted economic development of the whole region including Northern Areas and Chitral (NAC). He wanted to prevent growth of only islands of prosperity.

Fortified with the assurance of a Patron for long time support and knowledge of a Mentor second to none in the world, I had an opportunity of a life time.

The conceptual package of AKRSP, passed on to me by AHK, which he professed, was not invented by him but was the distillation of successful poverty reduction approaches of the world be it Raifesson's Germany, early 20th century Japan, Joint Commission for Relief and Reconstruction of Taiwan or Comilla Thana Pilot Project. *The concept was simple and straightforward. Poor people, men and women, like any other human being have potential and are willing to do many things themselves. However, individually they are helpless and unable to overcome the handicaps they suffer from. The only way this constraint could be overcome was by getting the poor organized and thus empowered to overcome their handicaps. Their second constraint was lack of capital. Here again it was organisation which could enable them to generate capital through savings and allow savings to be pooled to form a formidable amount to attract more capital. The third constraint of the poor was lack of human skills, such as managerial, cooperative, productive and so on.*

Thus the Conceptual Package of AKRSP was based on these three principles namely, organisation, capital and skills.

To translate the concept into an operational programme, AKRSP identified three infrastructures namely:

- Socio-economic Infrastructure
- Productive Physical Infrastructure
- Administrative Infrastructure.

The main challenge for AKRSP was would the rural poor of Northern Areas and Chitral be willing to accept the terms of development partnership being offered to them. AKRSP was asking them to fulfil these obligations of getting organized, generating capital through savings and acquiring human skills before the Programme would do anything for them.

On my first dialogue at Japuka in Ghizar Valley when I set out these terms of partnership, there was lot of murmur and expression of disappointment and on top of this, it was snowing to make the environment even more chilly. But then there were a few who understood what AKRSP was offering and persuaded the village to get organized, start a savings programme and appoint their president and manager to acquire leadership and management training arranged by AKRSP. In return in due course of time AKRSP agreed to support them in linking the bridge built by NA PWD on Gilgit river with a road running through the village. Our engineers had thought it will take villagers three months with 30 labour working 8 hours a day. The newly formed Village Organisation (VO) completed the link road in 14 days with 100 persons working 12 hours a day. Irrespective of the fact the work was done early but it was in terms of quality even better than the specifications given in the cost estimates. The VO had qualified for full payment and got it. The news of Japuka road spread like wild fire through all the villages and VO Japuka was pioneer in getting AKRSP approach accepted.

Similarly, *a few days later on my return from Sherqilla after holding a dialogue, I got a letter from the women asking me why AKRSP was ignoring them and to prove their credentials even sent a resolution of the women organisation (WO) formed*

sou motu by women of Sherqilla adhering to the terms of partnership set out by AKRSP. The women of Sherqilla can take all the credit in initiating women's programme in AKRSP.

The success of AKRSP depends on (i) willingness of the community to get organized and identify an honest and competent president/manager to lead the organisation and (ii) dedicated and committed staff in AKRSP who would accept that the villager was the king.[19]

What happened over the last 23 years is history. AKRSP was initiated with the twin objectives of doubling the income of the people of NAC in ten years and developing a replicable model of rural development. Within first ten years, AKRSP achieved its first objective according to the World Bank evaluation of 1987 and 1992 and a substantial progress has been made in the replicability area not only in Pakistan but also abroad.

However, what is still eluding AKRSP was the sustainability of the framework of grassroots institutions of men and women AKRSP had fostered and which had been the sheet anchor of all its development. The Board of Directors of AKRSP has been debating this issue since 1992 and the credit must go to Iqbal Walji the Chairman of the Board duly supported by Vice Chairman Ali Rattansey who finally in the meeting of the Board at Chitral in October 2005 persuaded the Board to adopt a clear cut strategy for the future sustainability of AKRSP and its work of over two decades.

I took advantage of His Highness' visit to Pakistan in the wake of October earthquake to apprise him of the decision of the AKRSP Board under the chairmanship of Iqbal which has taken the Board more than ten years and solicited HH approval to the proposal.

My current visit to Skardu and Gilgit, courtesy Al-Nashir's making the helicopter available, was to participate in the dialogue on Local Support Organisations (LSOs).

At Skardu we met representatives of 5 potential LSOs and had also the benefit of the advice of Mr. Fida Mohammad Nashad, Member Northern Areas Council. Nashad was the main prime mover in bringing AKRSP to Baltistan. In one of my meetings with HH when I had sought his guidance in initiating AKRSP in Baltistan, he had advised to initiate the programme anywhere provided the Northern Areas Administration agrees to the proposal, the politicians of the area support it and above all the local religious leaders should have no objection. When Nashad offered all his District Council development funds and the Commissioner NAs offered to personally attend AKRSP dialogues in Baltistan and Allama (Late) Ghulam Mohammad gave his blessings, I initiated AKRSP in two Union Councils of Baltistan in 1985. However, I was shocked at the reaction of the Board of AKRSP including Bill and Bob who thought I had exceeded my mandate in expanding AKRSP to Baltistan. The Board decided to refer the matter to HH for a decision. They were all surprised when HH observed that he was under the impression that AKRSP had expanded to Baltistan long ago. Today Baltistan and AKRSP had come a long way. The praises being showered on AKRSP by the LSO representatives were most gratifying. They were most enthusiastic about the whole concept of LSO and offered their fullest support in making it a success.

In Gilgit we went to Hatoon in Ghizar district, which I had first visited in January 1983 and the villagers agreed to form two men and women VO and WO. While AKRSP BoD kept on debating the issue, a Hatoon Development Organisation was set up in 1998 by 14 VOs and 13 WOs representing 752 households of Hatoon and adjoining villages of Hassis, Golodass, Famari, Mayoon and Birgal.

More than 500 men and women had come to greet us. Chairman Rozimand who was the president of the first VO formed in Hatoon was the Chairman of the Hatoon Development Organisation also. He welcomed AKRSP acceptance of the concept and support to setting up of Hatoon LSO and giving it monetary support of Rs. 30,000 p.m. for professional and full time staff to enable the LSO to be in a position to truly be a successor to AKRSP in providing support to the VOs/WOs of Hatoon Area.

The important thing that AKRSP management has to ensure that the professional support to LSOs should in no way diminish the voluntary interest and enthusiasm in LSO. This can only be achieved by making the professionals fully subservient to voluntary leadership. The monetary support should be made available to LSO voluntary leadership without any strings attached. It should be an outcome oriented monitoring. LSOs first and foremost objective is strengthening and reviving VOs/WOs. How the LSO does it should be left to the LSO. *How many staff professionals and at what salaries the LSO wants to engage, should be left the activists and volunteers of LSO. It will be death knell of LSO concept if AKRSP imposes its management and administrative practices.* The Sangam Local Support Organisation of Hatoon should be encouraged to become an independent and autonomous support organisation fully managed and run by the volunteer Board of Directors and its Chairman.

This was my second visit to Danyore which like Hatoon had also formed a Local Support Organisation in January 2005 comprising 24 WOs, 18 VOs and 7 CBOs representing 2625 households. AKRSP like Hatoon gave a formal recognition to

19. These paragraphs summarize the vision and strategy of AKRSP.

Danyore LSO by signing an MoU to provide monetary support of rs. 30,000 p.m. In this case also, I would stress the same terms and conditions for management of LSO as in the case of Hatoon LSO.

From December 1982 AKRSP has come a long way and the vision of support organisations managed by VOs/WOs seems a reality. There is potential for formation of 100 LSOs in NAC which would usher in a true era of sustainable development.

HIS HIGHNESS THE AGA KHAN ATTENDS THE 65TH ANNUAL DINNER OF THE PAKISTAN SOCIETY



Muhammad Imran Khan 1 week ago English, Pakistan., World 182 Views

His Highness the Aga Khan attends the 65th Annual Dinner of The Pakistan Society London, United Kingdom, (Daily Pakistan Online): His Highness the Aga Khan,49th hereditary Imam of the Shia Ismaili Muslims attended The Pakistan Society's 65th Annual Dinner held at The Dorchester Hotel this evening.

Founded in 1951 and based in London, The Pakistan Society aims to increase public knowledge in Britain of the arts, history, geography, economic life and institutions of Pakistan. Its patrons are HRH The Prince Philip, Duke of Edinburgh and the President of the Islamic Republic of Pakistan.

The Pakistan Society Award for 2018 was presented at the dinner to Shoaib Sultan Khan. Sir Nicholas Barrington KCMG CVO, Honorary Vice President of the Pakistan Society in the citation address said that the award is being given to Shoaib Sultan Khan "an internationally renowned authority on rural development and alleviation of poverty, who pioneered schemes in the Northern Areas of Pakistan in association with the Aga Khan Foundation."

His Highness the Aga Khan,who this year celebrated his Diamond jubilee as the 49th hereditary Imam of the Shia Ismaili Muslims, said:

"It is a great pleasure for me to attend this year's Pakistan Society dinner, having attended previously in 1962 and in 2003. My community and the Aga Khan Development Network have strong ties with Pakistan, and the Ismaili Imamat is deeply committed to the future of the people of this country."

The President of Pakistan, His Excellency Dr.ArifAlvi in his message to The Pakistan Society as its Co-Patron said:

"I would like to appreciate the work carried out by the Pakistan Society and its members. The society has played an excellent role promoting Pakistan's culture and heritage in the United Kingdom and in developing people-to- people contacts between our two nations. Our cordial relations are anchored in history, democratic values as well as in a broad based partnership in the political, economic and cultural spheres. I hope that we will build upon the bonds of friendship in the years to come. I am confident that the Pakistan Society will continue to play a proactive role in bringing the people of our two countries closer. I wish the Pakistan Society every success in pursuit of its objectives."

The Acting High Commissioner for Pakistan, Mr. Muhammad Ayubsaid in his speech:

'We are very de lighted to have among us His Highness, The Aga Khan. His presence, indeed, is recognition of the good work of The Pakistan Society. The Pakistan-UK relations are historical and are translating into economic and trade ties. It would be beneficial if the Society could play its role in introducing economic opportunities in Pakistan and bringing foreign investment in the country. Similarly, the Society can use its platform effectively to raise awareness about water scarcity in Pakistan and help generate funds for building dams in the country."

Sir Adam Thomson KCMG, Director of the European Leadership Network, a former British High Commissioner to Pakistan and UK Permanent Representative to NATO in his address said: "I believe that only deeper democracy can in the long run deliver the steady improvements to governance that Pakistan needs .....we can and should contribute to improving governance in Pakistan by doing all we can to support Pakistan's civil society."

The Chairman of the Pakistan Society, Sir William Blackburne in his address said:

"His Highness the Aga Khan succeeded his grandfather, Sir Sultan Mahomed Shah Aga Khan III, in 1957 as 49th Imam of the Shia Ismaili Muslims. In July this year, His Highness completed the Diamond jubilee year of his Imamat. Over the last 60 years, His Highness has dedicated his efforts to improving the quality of life of the most vulnerable in society, while emphasising the view of Islam as a thinking, spiritual faith that teaches compassion and tolerance and seeks to uphold human dignity. It is with the greatest pleasure that the Pakistan Society welcomes His Highness to this year's Annual Dinner.

The Pakistan Society, now in its 67th year exists to spread the message in the UK that Pakistan is a wonderful and exciting place with rich cultural traditions and much to offer the wider world."



©Clive Totman: ***HH The Aga Khan with the Executive Committee of The Pakistan Society and Guests***



© Clive Totman: **Acting High Commissioner for Pakistan Mr. Mohammad Ayub, Hon. President of The Pakistan Society**



©Clive Totman: ***Sir Nicholas Barring Jon, Hon. Vice President The Pakistan Society (Speaking) with HH The Aga Khan ana Lady Fariba Thomson***



©Clive Totman: ***HH The Aga Khan presenting the 2018 Pakistan Society Award to Mr. Shoaib Sultan Khan***

Acceptance Speech

By: Shoaib Sultan Khan
London, October 25, 2018

His Highness The Aga Khan
Chairman The Pakistan Society Sir William Blackburne
My friend and supporter Sir Nicholas Barrington
Distinguished Ladies & Gentlemen

When I look back on 65 years of my working career, 25 years in Government of Pakistan, 12 years with United Nations, 12 years with Aga Khan Foundation and the rest in an honorary capacity with Rural Support Programmes in Pakistan, the opportunity of a lifetime was offered to me by the Aga Khan Foundation (AKF), to implement a Programme based on time tested fundamental principles of poverty reduction, which I had learnt from a visionary Akhter Hameed Khan, while serving in the then East Pakistan in late fifties. Akhter Hameed Khan was a member of the ICS but had resigned from the service in search of subsistence holder's development model. On his death Nobel Laureate Prof. Younas of Grameen wrote to me that he was a great human being of the twentieth century, much ahead of his time and we have a great deal to learn from him.

While in government I tried to implement Akhter Hameed Khan's conceptual package for development of rural poor with little success. I left Pakistan and joined UNICEF in Sri Lanka.

It was there in 1982 when I was approached by Geneva based Aga Khan Foundation (AKF) to initiate their Aga Khan Rural Support Programme (AKRSP) that gave me the opportunity to implement Akhter Hameed Khan's principles of development. Being once unsuccessful in Pakistan, I asked AKF's Director Special Programmes Bob Shaw to secure my services on deputation from UNICEF. Bob Shaw and his General Manager Bill Spoelberch persuaded His Highness to write a letter to Executive Director James Grant of UNICEF to second my services for five years.

After three years when I resigned from UNICEF,I received a message that Mr. James Grant wants to visit AKRSP. He flew directly on PIA flight from New York to Islamabad, where he got on the helicopter to Gilgit which HH had provided to AKRSP much against opposition. HH refused to withdraw the helicopter saying everyone thinks it is like a bee in my bonnet, unless it was used and he was proved wrong, he was not going to withdraw it. HH was proved right. After two days of extensive field visits he returned to New York. On leaving Gilgit he told me he came to find out why I had resigned from UNICEF and if he was in my place he would have done the same.

I had met His Highness (HH) for the first time in 1964 at a luncheon hosted in his honour by Commissioner Peshawar, where I was invited as Deputy Commissioner, Kohat alongwith my wife Musarrat. In her conversation with His Highness, Musarrat mentioned about our two overland journeys from England to Pakistan. On a query by His Highness which country she liked most, Musarrat responded Switzerland. His Highness advised her to visit Northern Areas of Pakistan comprising Gilgit, Hunza, Nagar, Baltistan and Chitral. The second time I met His Highness when I got the privilege of receiving and seeing him

off as Commissioner Karachi in 1972. His Highness told me it had taken him twelve years planning to embark on establishing the Aga Khan University at Karachi.

I wish my wife was alive today, she would have been over the moon to see me receiving an Award from His Highness here. She suffered all the hardships and with the help of my eldest daughter Roohi, took care of the family. I am glad my two daughters Afshan and Shelley are here this evening alongwith their cousins Leena and Nida. When in 1988, our world came crashing down with the death of my third daughter Falaknaz with her two children in a tragic accident, His Highness flew us from Islamabad to Aiglemont to condole with us. His comforting words that the one hundred thousand families of Northern Areas are also your family and if your daughter was alive, she would have never liked you abandoning them. His kind words of compassion and empathy were the greatest source of solace to us.

AKRSP was fortunate that many donors supported including British High Commissioner in Pakistan Sir Nicholas Barrington, who facilitated a grant of GBP 5 million for AKRSP's Chitral programme, for which I was told Foreign Secretary Sir Douglas Hurd had to personally certify that the grant will not be used for Pakistan's nuclear programme. Sir Nicholas even personally rebutted by writing a letter to a national newspaper which carried a false story about malpractices in Chitral AKRSP and also wrote a letter to the Prime Minister of Pakistan about the false propaganda against an excellent programme which he personally visits. I have yet to see a diplomat who would defend truth in this way. A visit by Netherlands Ambassador Von Geen resulted in funding for AKRSP Baltistan and German Ambassador Vestring's visit enabled AKRSP to start programme in Astore in Diamar district.

Above all it was His Highness's personal interest which took AKRSP to the heights it reached. In my first meeting with His Highness after taking over as General Manager AKRSP, His Highness said to me in geo political terms the area is highly sensitive and islands of prosperity will not survive. He wished every household in the area irrespective of sect to benefit from AKRSP. His Highness further added that AKRSP was his programme and gave me permission to come directly to him in case I encounter any problem. Many a time when he would come to Pakistan, he also visited Northern Areas and some time for whole day visiting many villages inspiring all AKRSP communities and staff. He would climb heights to see projects.

AKF Geneva persuaded World Bank to assess AKRSP every five years. On their first assessment, they observed that the first four years of AKRSP are missed four years of all World Bank and other Rural Development projects in the world because unlike AKRSP process approach, they adopt a blue print approach. On the second evaluation after ten years, the Bank concluded that in ten years AKRSP has in real terms doubled the income of the million people living in the Northern Areas.

Around this time, SAARC Heads of State set up an Independent Commission for Poverty Alleviation. The Commission recommended making AKRSP Social Mobilisation approach the centerpiece of all poverty alleviation strategies of the governments of South Asia. The World Bank picked up these overarching recommendations which received full endorsement from 1993 SAARC Summit of SAARC Heads of State and convened a Donor and International Development Agency meeting. At this meeting, I was approached by Henning Karcher of UNDP New York if I would be willing to implement their regional programme called South Asia Poverty Alleviation Programme (SAPAP) to take lessons from AKRSP to South Asia. With Bill Spoelberch's help, His Highness saw me at Paris in his house behind Notre Dam. When my daughter, Shelley asked a French Policeman the direction to the street, he asked why do you want to go there, there is only one house on that street.

I sought His Highness's permission and blessing to take this assignment which was one of the two objectives of AKRSP developing a replicable model for Pakistan and the Region. HH wished that I should remain associated with AKRSP, UN agreed to allocate 10% of of my time to AKRSP. I still continue to be on the Board of AKRSP to date.

In Pakistan, AKRSP has been replicated through eight similar not for profit joint stock company although due to resource constraint, these Rural Support Programmes (RSPs) have been able to reach 7 million households only. However, in India with full Government of India and State Government's support, over 30 million households have been covered and in 2011 adopting the conceptual package of AKRSP, according to World Bank, the largest rural development project has been launched through National Rural Livelihoods Mission (NRLM) to reach 70 million households comprising 350 million people.

I am overwhelmed with humility and words fail me to express my thanks and gratitude to Chairman Sir William, Secretary Shama Husain, Executive Member Saamir, for honouring me this evening and that too in the august presence of my patron His Highness the Aga Khan.

Aiglmumt
60270 Gouvieux, Frana

9th of April 2019

Dear Shoaib,

I was most happy indeed to learn that the President of Pakistan, His Excellency Dr. Arif Alvi, has conferred on you the prestigious *Nishan-i-lmtiaz* award.

Through your 25 years of service in the Government of Pakistan, your subsequent highly effective leadership of the Aga Khan Rural Support Programme and your current role as Chairman of the Board of Directors of the Rural Support Programmes Network, you have made a truly exceptional contribution to public life and helped to improve the lives of millions of rural poor. I am delighted that your personal achievements and outstanding services to society have been recognised at the highest level.

I convey to you my heartfelt congratulations and very best wishes for continued success in all your future endeavours.

With my warmest personal regards,

Agakhan.

Mr. Shoaib Sultan Khan
Chairman, Board of Directors
Rural Support Programmes Network
House No.8, Aga Khan Road, F-6/4
Islamabad
Pakistan

Chapter 3

Advocacy at National Level

List of Notes for Record

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November 7-9, 1983

NOTE FOR THE RECORD

Subject: President of Pakistan's visit to Northern Areas

The GM was invited by the Martial Law Administrator (MLA) Zone E to receive the President on arrival at the airport on November 7, 1983 and to attend a dinner in honour of the President, on the same day, hosted by the MLA.

In the evening the GM was informed separately by the Additional Secretary, Ministry of Kashmir Affairs and Northern Affairs, Commissioner Northern Areas and Deputy Commissioner, Gilgit that the President has desired to see him. After the dinner, the MLA walked upto the GM and said that the President wished to see him. The President enquired of the GM about the progress of the programme and mentioned that His Highness the Aga Khan had specially spoken to him about AKRSP and requested him to see the programme. On GM's invitation to the President to visit AKRSP, the President expressed his regrets to do so due to paucity of time but expressed the desire to have a discussion with the GM about any assistance and collaboration that AKRSP might be in need of from the Northern Areas Administration. The GM informed the President about the full support and help the programme has been receiving from the MLA and other officials.

The following morning the GM was informed about President's wish to see him in the evening. However, the meeting could not materialise due to President' protracted discussion with religious delegations.

On the morning of November 9, 1983, the GM was spoken to by Deputy MLA (Brig. Munir) and Col. Martial Law (Col. Beg) that GM should accompany the DMLA to Hunza where President would like to meet him at lunch.

At the luncheon meeting (Mir of Hunza's home at Karimabad), first the President enquired of the GM if a boys school at Hunza could be upgraded to college level and a girls one to high school level in collaboration between the government and the Aga Khan Foundation. The GM informed the President about the mandate of AKRSP and offered to convey his wishes to the President of the Aga Khan Foundation (Pakistan).

On a query by the President as to what government could do to help the programme, GM requested for President's patronage and blessings. On being assured by the President that this was already there, GM mentioned about the adverse and baseless reports being made by Intelligence Agencies about the programme. On President's response that the Director, Intelligence Bureau meets him every week and has not made any such report, the GM drew President's attention to a recent report (said to be of 20 pages) submitted by the Inter-services Intelligence in which the GM has been dubbed as a CIA agent and the whole programme as anti-state in flavour. The Commissioner (who was present) informed the President that AKRSP has made tremendous impact in a very short time and everyone has acclaimed its achievements. The President directed the MLA Zone E to tell the agencies concerned that it was none of their business to report on AKRSP in this way. The GM offered to explain and show anything connected with AKRSP which the agencies consider suspect.[1]

The GM briefly explained to the President the strategy of AKRSP of organising small farmers which was based on the distillation of 150 years of world experience in this field in countries such as Germany, Japan etc. Recounting the activities of AKRSP, GM informed the President that so far 129 villages out of 216 have been contacted and nearly 100 organised around infrastructure works and credit interventions. On President's query if there were banks specially Agricultural Development Bank in the area, the *GM stated that mere presence of banks would not ensure availability of credit to small farmers unless they are organised. It is for this reason that in the last three years despite availability of interest free credit, not a single loan was disbursed by the banks. Whereas with the organisation of the small farmers, nearly 4,000 farmers have availed of the facility in less than 8 months.*[2] The GM also submitted to the President the need and importance of a broad based VO as an outreach of the Union Council for undertaking development planning and implementation of projects, without which the union councils cannot be effective.

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1. One wonders if intelligence agencies are intelligent enough to understand what is in the best interest of their people. GM very intelligently brought it to the attention of the President of Pakistan but the practice, training and mindset need to change for a lasting resolution of this problem. Unfortunately many in the power elites in Pakistan (and elsewhere in the developing countries) see community uplift as a zero sum game where poor person's gain is seen as rich person's loss and community gain is seen as elite's loss. One of SSK and AKRSP's success was changing this mindset which eventually led to replication of RSP programs by the federal and provincial governments. This happened due to hard and tortuous work of AKRSP over a 10 years period and eventually transformed our elite's thinking. So, it was 1 percent inspiration and 99 percent perspiration. There are no short cuts. Such advocacy is not possible through protests, slogans, matches, 'awareness campaigns' and workshops in 5 star hotels.
2. This comparison draws attention to a very important function performed by a community organization (CO). CO creates economies of scale, which means CO as a person receives and returns a loan equal to, say, the size of 50-100 loans by individual farmers. This reduces the administrative cost of processing a loan by the bank and this cost is internalized by the CO. CO also generates moral collateral. These two elements ensure smooth disbursement and recovery of loans. This is the NGO way that government needs to learn but that requires investment in creating local institutions.

The President observed that His Highness the Aga Khan had spoken to him about the programme and the President was keenly interested in its progress because if it succeeds in the Northern Areas, he would like to expand and replicate it in the rest of the country. He again enquired of the GM as to what he could do for the programme. The GM requested for an opportunity to explain the programme fully (with the help of slides) to the President and thereafter the President could decide for himself as to what type of assistance the programme is in need of which he could give. The President graciously agreed to do so in Rawalpindi and asked the GM to get in touch with his Military Secretary (Brig. Durrani).

(Before the President left Hunza, the Military Secretary contacted GM and informed that the President has asked him to make an appointment for GM at Rawalpindi. The GM promised to contact the Military Secretary on his next visit to Rawalpindi).

August 31, 1983

NOTE FOR THE RECORD

Subject: Visit to AKRSP by Mr. Sartaj Aziz, Assistant President, Economic Planning Department, International Fund for Agricultural Development.

Participants:
- Management Group
- Consulting Statistician
- Project Economist
- AKRSP/AKF Accountant

The Proceedings

After a lunch which AKRSP had hosted for Mr. Sartaj Aziz (SA) and Mr. Jamil Nishtar, Chairman, Agricultural Development Bank of Pakistan, the former came directly to the AKRSP office for a briefing on the programme. During lunch SA had given an ample demonstration of his interest in the programme and a deep understanding of rural development.

SSK outlined AKRSP's orientation, its vision for the future of the area and its attempt to structure its present approach in a manner which would achieve these long term objectives. SSK's presentation was illustrated by appropriate slides of the various aspects of AKRSP's activities.

SA thanked SSK for the presentation and the opportunity to see a programme like AKRSP on the ground. He explained that he had himself been involved in rural development for the last 25 years and he was interested in exploring a model or approach to rural development which could benefit the people at the bottom. The problem was obviously not confined to this area of Pakistan but was a worldwide one. In a majority of the developing countries, the total land available was not enough to support the population. Moreover, whenever one implemented a project whether agricultural or any other those who had land benefitted, those who didn't could not. As a result the income distribution became worse and these people could not even be shifted to the urban areas due to the limited employment opportunities. IFAD had also tried to cater to this target group. *The basic conclusion of the 1974 World Food Congress was that the problem was not that there was no food but that the people were too poor to have access to the food. IFAD's mandate was to improve the food situation of the poorest people. IFAD's experience had been that the benefits of a project rarely reached the poor. This experience had held out in projects undertaken in Madagascar and Sudan. The projects were non-replicable and were not oriented towards development when defined as the ability of the people to help themselves. Moreover, the massive induction of foreign experts whose ability to interact with the local nomadic population was zero and did not in anyway contribute to the success of the programmes.*[3]

The first conclusion IFAD had drawn in 1979 was very much reflected in AKRSP. The latter was organising its activities around people rather than things. In other words it was identifying a target group asking them their problems and then designing a project in relation to their needs.

The second major conclusion of IFAD was that one could not reach a target group without organising in one form or another. The assessment was that if the income of the target people was 200 per year and a package of inputs, machinery or credit was more than three or four times, their average income,it would not reach the people but would be hijacked on the way by somebody. IFAD had many programmes in which this had happened. Thus the programme had to be packaged in technological terms, in scale terms and in monetary terms in relation to the income level, the technological advancement and the organisational ability of the people.

The third lesson which SA had learnt in these six years was that whatever the people can do themselves, should not be given to the civil servants and whatever the civil servants could do, should not be given to foreigners. The thing that foreigners could bring seldom benefits to the local people. Foreigners can help in the setting up of industry, fertilizer, making of tractors etc.[4]

These were the basic principles of rural development and were very clearly reflected in AKRSP's approach. The model of this experiment in its first year was very encouraging. However, SA raised the following issues:

(i) The replicability of this model. Its unique features which could not be replicated and the common ones which could be replicated. The extent to which the programme could be evolved in a manner which would make it more self-sustaining and replicable. Moreover, did the replication of the programme require the level of expertise which AKRSP had an access to or could it be carried out on a more limited administrative and technical ability?

3. This is a good narration of market failure, policy failure and development assistance failure. A support organization like AKRSP helps communities deal with these failures and cross the barriers in their way. The solution is highlighted in the next paragraph.
4. A great summary of who should do what. It is confusion in understanding these roles that lead to the failure of development projects.

(ii) Did the VOs have a level of technical ability which would enable them to implement projects themselves? In case the answer was yes, then it would be possible to provide resources to groups and some broad technical support and ask them to implement projects on their own.

(iii) *This question was with regard to the time dimension which AKRSP had in mind. What the VOs do once PPI projects had been exhausted. The experience of the rural population in China was that land development schemes were exhausted after eight to ten years. The important thing would then be to diversify. To what extent were the VOs being prepared for this?*

(iv) The final question was related to the link of VO to the political and administrative hierarchy in the country. At the present stage, the programme was in a rudimentary phase in relation to these issues. However, once these institutions had acquired greater control over physical and human resources, then a political process would be initiated at the grass-root level. *How could AKRSP ensure the political nature of the VO? The contradiction in the situation was that to acquire influence and access to resources the positive side of the political spectrum dictated that local leaders should be elected to political positions. On the other side there was a danger that these leaders would get involved in a way which could exert a negative influence in the future. Consequently, did AKRSP see these organisations as a kind of narrow, parallel, selective stream which should short-circuit these influences and somehow keep going or did AKRSP see these as all embracing institutions which would subsume these aspects and acquire a political and administrative personality which the government would eventually accept?*

These were all questions which AKRSP has consistently asked itself and is currently involved in trying to find answers for. SSK explained this to SA and on each issue put across the approach which the programme intended to adopt in tackling all the issues. *AKRSP did not pretend to have all the answers and hoped that its experience in the field would, in time, provide answers to some*.[5] The First and Second (now under issue) Progress Report address themselves to the issues raised by SA and document the progress made so far by AKRSP in this direction.

5. This should also constitute the research agenda of leading universities in Pakistan and abroad. Perhaps LUMS and PIDE should be approached to take lead in conducting research on these issues.

September 23, 1984

NOTE FOR THE RECORD

Subject: Martial Law Administrator's visit to Hunza and Nagar Sub-Divisions

Martial Law Administrator (MLA) accompanied with Director General NAWO, Additional Commissioner (Development), Col. Martial Law, DC Gilgit, GM and Programme Senior Engineer AKRSP visited the following places:

1. Sikandarabad. Where he was greeted by nearly 250 villagers an address of welcome was presented by Mr. Shafat, Member District Council.
2. Aliabad Irrigation Channel. The MLA inspected the work in progress and walked along the embankment of the channel for nearly 3 miles. The channel is being constructed by the six VOs of Central Hunza area and when completed, would benefit more than 600 households. The MLA was very pleased at the performance of the VOs and greatly commended their spirit on self-help and cooperation in undertaking the construction of the channel. The VOs are being helped by the AKRSP in this venture.
3. Aliabad Public Meeting. Nearly 300 notables of the area greeted the MLA and presented an address of welcome. The MLA held discussions with the local officials as well as visited Girls School under construction.
4 Passu VO. 64 households of Passu village greeted the MLA at the site of newly constructed irrigation channel which the VO had recently completed with the assistance of the AKRSP. The VO briefed the General about their five year plan which included development of forestry, orchards and crop land. The villagers informed MLA about planting of more than four thousand trees by the VO and accumulation of more than Rs. 300,000 by the organisation to undertake future development projects.

The General in his speech greatly commended the work of the organisation and their cooperative spirit. He also lauded their sense of integrity and honesty in undertaking collective work. He expressed his great admiration on completion of the irrigation channel and observed that it reminded him of the village works he had seen in China. He prayed for the success and prosperity of the VO.

5. Soust Bala. At Soust Bala villagers from Gujal area welcomed the MLA and expressed great happiness at his visit.

   The MLA in his speeches at different places promised to do whatever possible to alleviate the difficulties being faced in the different areas with the assistance of the government departments. He also greatly commended the Nizam-e-Salat recently enforced by the government and observed that its success depended on the cooperation of the people and expressed the hope that one day every one would abide by the Nizam-e-Salat irrespective of the fact that how and where the prayer is offered. Important thing is to pray.

6. Nagar Khas. A very big crowd greeted MLA headed by the Mir of Nagar. The Mir welcomed the MLA who thanked the people for their warm welcome and also expressed his happiness on his first visit to Hunza and Nagar areas. He commended the people for their achievements through their local councils and other organisations in improving their situation and promised to try his best to solve their problems.

The MLA returned to Gilgit late in the afternoon.

April 14, 1984

NOTE FOR THE RECORD

Subject: Meeting of the GM AKRSP with the Federal Special Committee on Northern Areas.

Place: Shangrilla Tourist Resort, Skardu.

Participants:
- Mr.Zahur Azar, Cabinet Secretary
- Mr. Saeed Ahmad Qureshi, Education Secretary
- Mr. Z.A. Temuri, Additional Secretary, Kashmir Affairs & Northern Affairs Division.
- Dr. Imtiaz Ahmad Khan, Additional Secretary, Cabinet Division.
- Mr. Ghulam Rasul, Joint Secretary, Planning & Development Division.
- Mr. Khalid Mehmood, Deputy Secretary, Establishment Division.
- Mr. M. Farooq, Deputy Secretary, Cabinet Division
- Mr. Mohammad Ali, Director General, O&M Division.
- Brig. Anwar Muniruddin, DMLA Gilgit.
- Brig. Safdar Ali, Director General NAWO.
- Mr. Ghazi Johar, Deputy Commissioner, Skardu.

The Committee viewed the video film "Valleys in Transition - the Aga Khan Rural Support Programme". The Education Secretary, the Additional Secretary, Cabinet Division and the Joint Secretary, P&D Division sought clarification about the use of village savings, the replicability of the programme and the recurrent expenditure. The GM explained how over a period of one year, the VOs have saved nearly one million rupees which has enabled the programme to use as collateral for obtaining production loans for the members of the VOs. In regard to replicability, the GM explained the fundamental principles on which the AKRSP is based and the relevance of these principles to a sound agricultural and rural development programme in any region or country. As to the question of the recurrent expenditure, the *GM explained the output in terms of the expenditure and since the example of LB&RD was quoted, he compared the recurrent expenditure of Rs. 23 lacs in LB&RD budget of Rs. 110 lacs with AKRSP's output with a recurrent budget of Rs. 28 lacs. He advocated that there was a need for reallocation of resources and its better utilization by the government sector. In less than 16 months, AKRSP has demonstrated that given the responsibility and resources, the VOs can prove an efficient and effective vehicle for village level development and he quoted the performance of the VOs in the field of PPI namely initiation of 167 km irrigation channels; 35 km of link roads; 2.5 km of protective bunds etc.*

At lunch at the Deputy Commissioner's residence at Skardu, the members of the Committee greatly commended the work being done by AKRSP as depicted in the video film.

October 28, 1984

NOTE FOR THE RECORD

Subject: Meeting with Secretary-General,
Economic Affairs Division

Place of meeting: Office of the Secretary-General, Economic Affairs Division, Pakistan Secretariat, Islamabad.

Participants:
- Mr. Ejaz A. Naik, Secretary General
- Mr. Shoaib Sultan Khan, GM AKRSP.

SSK thanked the Secretary General for his help in getting the CIDA grant for AKRSP., The Secretary General enquired about the progress of work and agreed to pay a visit to the programme on November 9 and 10, 1984.

The Secretary General also promised to speak to the Dutch Minister for Development and Cooperation, Dr. (Mrs.) Shoo who was visiting Pakistan regarding Dutch support to AKRSP. In an earlier telephone conversation, the First Secretary (Mr. Mostert) of the Dutch embassy had acknowledged receipt of our proposal and informed that it was receiving active consideration.

July 29-30,1984

NOTE FOR THE RECORD

Subject: Visit of Adviser to the President on Population Welfare Dr. (Mrs.) Attiya Inayatullah to AKRSP.

July 29, 1984

The GM hosted a lunch in honour of the Adviser immediately on her arrival (delayed by 36 hours due cancellation of PIA flight and mudflows on KKH) which was attended by the Commissioner, the Additional Commissioner, the Colonel Martial Law and the Deputy commissioner amongst others.

The Adviser along with the DC and Mr. Chulta of FPAF came to AKRSP offices at 1930 hours in the evening for a debriefing and viewed the "Valleys in Transition" which she greatly appreciated. The GM updated the information given in the film and the Adviser asked questions pertaining to a range of issues encompassing the time frame of the programme; the impact of lack of literacy of the area on the programme, steps being taken for development of animal husbandry through production of fodder and pastures; input of PARC, ADBP, UN agencies and other such institutions; conflict if any, with the administration and the elected councillors and steps taken for reconciliation, costs and benefits ratio of the programme; organization of field staff and the decentralization mechanism, programmes for welfare of women and children etc. etc.

The GM and other members of the MG explained the issues raised by the Adviser to her satisfaction and she assured all her support to the programme.

July 30, 1984

The Adviser to the President accompanied with SSK, HWK, DC Gilgit and Mr. Iqbal Ali Mohammad, representative of UNHCR in Japan left Gilgit airport at 0815 hours and 45 minutes later landed at Soust where the Adviser was met by the Manager and members of the Soust VO. The Manager explained to the Adviser the working of the VO and gave the following details:

-	Date of formation	July 1, 1983
-	Total memberships	60 (one from each household)
-	Project under	An irrigation channel including a
-	implementation	tunnel 680 feet in length, 7 feet in height and 5 feet in width. The total length of the channel is 2.5 miles. A motor cycle rider can go through the tunnel.

In answer to the questions asked by the Adviser, the Manager informed that meetings are held weekly. There are nearly 20 literate members; about 30 to 40 households have one or more persons working outside the village; most of the animals in summer are taken to high pastures and normally one person look after the animals of 4 to 5 households; the CBS assisted drinking water scheme has been completed and its maintenance is left in the hands of people who are using it, however, discussions are now afoot to assign this responsibility to the VO.

The livestock village specialist who is also the local Mukhi of the village stated that he has indented for medicines from Gilgit but these have not as yet been received. On SSK's query as to why these could not be brought by the Manager who was in Gilgit last week, the Manager informed that he was not aware of it. SOs should ensure better understanding between village specialists and the office bearers of the VO. The village specialist should also be encouraged once in three months to personally go to Gilgit to buy the medicines. AKRSP would be willing to reimburse their travel costs on this account.

On a query by the Adviser from an aged member of the VO if he was pleased with the developments initiated by the VO and whether he considered these necessary. The old man gave an emphatic 'Yes' and observed that 'previously we were in darkness, now there is light".

On enquiry by the Adviser if the villagers would be willing to send one of their matriculate girls to get 18 months training at Rawalpindi to become a Lady Health Visitor, the answer was in the affirmative.

Next the *Adviser visited the room where 40 women had gathered. The Manager of the WO informed that there were 876 members. On Adviser's query about women's problems, the women pointed out lack of health facilities and milk feeding for children for working mothers. The common disease women suffer from is gout because of too much work which includes cutting*

grass, bringing water, making compost, looking after animals and a number of agricultural activities besides cooking, arranging fuelwood and looking after children. The men they said usually work either as labourers or outside the village. On average there are 7 children per household. Regarding the training of traditional birth attendants, they pointed out the need for adopting such training to local requirements for example they stated that according to the old tradition, newly born are immediately put in cowdung to keep them warm because of the severe winter. The TBA has been trained not do it but has not been provided with an alternate method. The households lack the facilities to keep the newly born warm.

The helicopter next landed at Passu where the Adviser was greeted by nearly 40 members of the organisation. The Manager Abdul Rashid giving a brief review of the performance of the VO stated that the organisation was formed in April 1983 with 61 members out of 64 households and started work on the Passu channel on 25.6.1983 which was completed on 11.5.1984. Their cumulative savings amount to Rs.117,256. The channel is 12,600 feet long and the area commanded by it is already being developed. Nearly 4,500 tree plants have been planted in the portion marked for pastures. They hope to develop crops and orchards also. On a query by the Adviser, they credited AKRSP for fostering unity, collective management and generation of capital. They hope that with the new land available, the villagers would stop going out because there would be enough productive work to do within the village. They also brought to the notice of the Adviser the problems of erosion of their existing lands and requested for government help in the matter because it was beyond the capacity of the VO.

From Passu the Adviser landed at Karimabad where she attended a women's meeting organized by Mir Ghazanfar of Hunza and also attended a lunch hosted by him. The Adviser stayed back for the night at Hunza and the MG returned to Gilgit by 1500 hours.

September 18, 1984

NOTE FOR THE RECORD

Subject: Visit of Mr. S.P. Bhandara, President's`Advisor on Minority Affairs.

Participants:

1.	Mr. S.P. Bhandara	President's Adviser
2.	Mr. Shoaib Sultan Khan	General Manager
3.	Mr. Hussain Wali Khan	Programme Senior Engineer
4.	Mrs. Khalida Nasir	Cons. Social Organiser
5.	Mr. Mutabiat Shah	Programme Accountant
6.	Mr. Sultan Shahabuddin	Consultant Accountant
7.	Mr. Azmat Qadir	Project Economist
8.	Mr. Zafar Ahmad	Project Economist
9.	Mr. Izhar Ali Hunzai	Cons. Programme Officer

Before coming to Conference Room, the Adviser had a preliminary discussion with the General Manager.

Having viewed the film "Valleys in Transition", the Adviser appreciated AKRSP's efforts and accorded his recognition to its great successes in the Chitral and Gilgit districts.

The Adviser said that he knew how intelligently the programme had utilised its fund assuring a direct and immediate impact on the villagers' income. The Adviser held that he was impressed by the AKRSP's organisational concept and the powerful incentives for development it provided. The Adviser further said that he had been hearing a lot about the wonderful achievements of this programme and was looking forward to personally seeing them. He maintained "I know little about rural development, but still, I enjoyed talking to Mr. Shoaib Sultan Khan on many interesting aspects of the programme". Addressing the MG he said "You are the pioneers of this noble task".

After these complimentary remarks, the Adviser questioned GM and other members of the MG on different aspects of the programme.

Adviser: As the film indicated, you seem to create a new social structure, what are you aiming at, or what is your ultimate goal?

GM: The vision of Dr. Akhter Hameed Khan the mentor of AKRSP - is to create strong, independent and productive rural cooperatives. The first task in this direction was to form viable village organisations. In our view, these organisations would not survive if they count on financial inputs from outside alone. Therefore, the idea is to generate capital from within the organisations, this would gradually reduce their dependence on capital inputs from without.
The Adviser was briefed on the mechanics of VO i.e. how the villagers organise, where and when they meet and how they generate their equity capital etc.

Adviser: What are the immediate problems that you face?

GM: We were facing financial constraints as regards the expansion of our programme, that is why we have not undertaken any new PPIs since last March.

Adviser: Do you find the government institutions helpful or competitive?

GM: *The fact is that no government institutions are working at this level except LB&RD through Union Councils. They are very good in planning and coordination but when it comes to rural development, the Union Councils are inadequate and helpless without the outreach capability of VOs.*[6]

6. It is important to note here that devolution of fiscal and administrative powers to local government is necessary for local development but not sufficient. To become a good receiving mechanism local bodies need to acquire the capacity to reach out to the people and they can reach out at household level only by organizing communities. This is unfinished agenda of devolution of power and none of the initiatives taken in this regard have addressed this issue.

Adviser: What are marketing procedures, what, where and how the VOs market?

GM: The VOs are provided with relevant training and information on marketing. They market their surplus produce, which is mainly fruit in down country and share the experience with other organisations.

The Adviser was informed about the progress achieved so far in the marketing sector. Individual cases were mentioned to highlight 'good' and 'bad' experiences. The Adviser was also acquainted with AKRSP's plans to establish a modern marketing system in the near future.

Adviser: What would be your real emphasis, going to new areas with PPI projects or pursuing the post - PPI developmental package in the first generation of villagers?

GM: Explaining the programme's policy in this regard said: "We are giving equal importance to both of them.We see the PPI as the entry point. All subsequent packages projected that whatever financial form, are included in the overall rural development planning that AKRSP has adopted as its strategy.

Adviser: Are you working in other areas as well, such as women in development, education, health etc?

GM: The social sector is included in our strategy. *We believe that organisation serves as the basis for developing all aspects of life including social and economic sectors. Our experience shows that it is easier to organise people around their economic needs. Once organised, villagers can pursue other needs. this belief has proven to be true in many cases. `Village organisations are now including schools and dispensaries in their village planning programmes. AKRSP is providing them with loans as they enter into this second phase of development.*

The Adviser complimented AKRSP for what it has been able to achieve so far. He added, there are many other areas such as Diamer, Baltistan and many parts in Chitral to be taken along your way of progress. The Adviser particularly mentioned the Kalash and a deserving people in this regard.

The Adviser showed keen interest in marketing the local fruits. The Adviser further asked if any drinking water projects were undertaken by AKRSP. The Adviser was told that other agencies such as UNICEF were directly involved in that sector.

Concluding his remarks about AKRSP, the Adviser observed: "Let the other follow in the heels of your organisation because you are firm on the grass-roots".

The Adviser congratulated AKRSP on the remarkable progress it has achieved in such a brief period.

Lastly, copies of the quarterly reports and other literature on AKRSP's philosophy and work were presented to the honourable guest.

The Adviser received them with thanks. The Adviser thanked the GM for this briefing and extended his wholehearted support to the programme. GM too thanked the Adviser for his visit and appreciated his support for the AKRSP.

In a subsequent meeting at the Commissioner's house, attended by Commissioner, Dr. Akhter Hameed Khan and GM AKRSP, Mr. Bhandara discussed the political and sectarian aspects of the programme and strongly suggested inclusion of the Commission Northern Areas, representatives of the three sects and some other Pakistani rural development specialists in the Board of Governors of the AKRSP. He also fully supported Commissioner's contention for extending the programme to Baltistan and Astore to prove its non-communal stance in the eyes of the general public.

November 8-9, 1985

NOTE FOR THE RECORD

Subject: Visit of four journalists to AKRSP offices & project villages on November 8-9, 1985.

The visitors were:

- John Elliott, Financial Times, S. Asia Bureau Chief, Delhi
- Malcolm Dean, Guardian London
- Abdullah Al Qaq, Rai al Aam & Reuters, Kuwait
- Ali Bahaijoub, Maghreb Press Agency, Bureau Chief,London
- Mohammad Keshvaji, Aiglemont
- Dr. A.A. Najam AKU

On 8.11.1985, they attended a debriefing at the AKRSP office, followed by an exquisite cold lunch served on the office lawns by the Serena Lodge. After lunch, three journalists went away by helicopter to visit health and educational projects in Singal and Sherqilla, while Elliott went on a road trip to Shahtote and Hanuchal with the GM, Mr. Shaw, HWK and TH. The briefing was an unusual experience for us, since the journalists kept firing questions at the GM throughout his presentation.

Mr. Elliott's visit to Shahtote & Hanuchal

The GM and HWK rode with Elliott, while TH travelled with Mr. Shaw in another vehicle. The party were met by SO Gilgit, Sultan Hamid, at the roadside, just below the command area of the Shahtote channel, and climbed up a rather steep valley to the lower of the two terraces. The board with charts was brought down from the upper terrace, and the Manager of the VO explained the project and the proposed land development. *Mr. Elliott's questions concerned the differences that AKRSP has made to the lives of the VO members. Why couldn't the villagers construct the channel on their own? (they had been trying for 20 years) Why didn't the government finance the channel? (government shows more money spent than is expended on the project)*[7] How important was the new land to the villagers? ("We will move here, because there's no land left in the village"). Mr. Elliott also asked the 8-10 villagers present whether they, as Sunnis, were disturbed at receiving money from the Ismailis. The villagers said that it was not something that bothered them. The VO President, an elderly man, said "The Ismailies are better than us because they help each other".

From Shahtote, the party drove back to Hanuchal, where Mr. Elliott and the GM walked along the channel in darkness (it was just after sunset). Mr. Shaw later remarked that the transformation of Mr. Elliott started at Hanuchal! The GM's insistence on walking along the channel with a group of villagers had obviously been a correct decision.

The party drove back to Gilgit with Mr. Shaw and TH accompanying Mr. Elliott in one vehicle. The day's work had taken its toll on Mr. Elliott, who at one stage, went to sleep in between sentences! We arrived in Gilgit by about 1930 hours.

Dinner and post-dinner conversations

Mr. & Mrs. Shaw and TH joined all the four journalists and M/s Keshvaji and Najam for dinner at 2000 hours on 8th November. All the visitors were highly charged after their field visits, though Abdullah was clearly overcome by having missed his sleep for 48 hours. Dinner conversation was dominated by rapid-fire questions from the English journalists, who covered everything from local food, history and customs to religion and politics. *Mr. Elliott in particular, was relentlessly probing in his questions on the religious dimensions of AKRSP's work. This prompted Dr. Najam, to ask, "Why should we talk about religious differences*

7. These are two very important questions. The answers is that 1. Villagers could not do these things because they needed social guidance to work together, pool resources and coordinate; they also needed technical guidance in the use of explosives and water channel design, and 2. Government work is done through contractors, and it is not financially transparent, that is why it is more expensive.

in this modern world? The journalists, though polite to Dr. Najam, continued to come back to the religion theme in subsequent conversations.[8]

During dinner, it appeared that Mr. Elliott and Mr. Dean had very different styles: Mr. Dean wrote down everything, and his story would emerge much later, while Mr. Elliott probably already had an outline and needed local colour and facts to go along with it. Mr. Dean asked a few questions about AKRSP's plans for agricultural development, and Mr. & Mrs. Shaw obligingly prompted the ever-ready TH to present his findings from the wheat survey. TH also covered the entire range of activities, from training to trials on maize, wheat, chickpea and pastures. Mr. Dean wrote down everything! Mr. Dean also asked about local food, saying he could put a story in the women's section of the Guardian.

After dinner, Mr. & Mrs. Shaw and TH had another long session with the English journalists. This time, Mr. Shaw took his time explaining the background of AKRSP and its GM, the role of Dr. Akhter Hameed Khan, the understanding between His Highness and the President, the local politician and religious situation and the opportunities for the future of AKRSP. It became apparent that, as the journalists started understanding the nature of AKRSP and its project area, their suspicions started disappearing slowly. By the end of the evening, although not by means sold on AKRSP, both Mr. Elliott and Mr. Dean were no longer aggressive; they were not yet believers, but they were definitely agnostic.

Village visits on 9th November

The party consisted of the six visitors plus the GM, HWK and TH. Most of the visitors had remembered to bring their brochure on village profiles, and the English journalists scribbled their notes for each village in this brochure. There were several appreciative comments about both the brochures printed by AKF(P), and also about the additional village profiles on Broshal and Gawachi. The profile for Roshanabad-Sherabad, which was supposed to be given to us by SOU Hunza, was delivered neither by the SO in Zodokhon nor by the SE in Shehrsabz.

It was cold in Zodokhon, where a large number of villagers from Zodokhon, Ispanji and Shitmerg had gathered to meet the party. The VO office-bearers explained their project and the performance of their VOs. The English journalists asked questions about every aspect of the AKRSP package. Mr. Abdullah got himself photographed with a bunch of children who seemed to move him deeply. Mr. Kashvaji was overwhelmed by the starkness of the surroundings in which the villagers lived. Mr. Bahaijoub was awed by the majesty of the mountains. The GM translated; HWK prompted and TH froze.

At Shehrsabz, the party met villagers from both Risht and Shehrsabz. Since the Risht Manager was absent, discussion was dominated by Shehrsabz. The meeting was held in a local house, around a crackling bokhari fire. The visitors now extended their questions to local crops and expressed a keen interest in the work of the Risht livestock specialist. Since TH had just given a copy of his Risht case study to the livestock specialist (for his VO's records), a table was produced immediately showing the complete vaccination record and payments for all 27 households in Risht.

Tea was served on board the helicopter between Shehrsabz and Soust.

The Soust tunnel started the transformation of Mr. Bahaijoub and Mr. Abdullah, the latter exclaiming "w'Allah' at discovering that the tunnel was meant for irrigation. Mr. Bahaijoub remarked repeatedly that such feats simply had to be seen to be believed. It appeared that, in their thinking, the Arab journalists were still in the PPI phase, while the English journalists had already entered the post-PPI phase by Soust. All visitors showed great appreciation for the fact that the tunnel had been constructed with the determination and knowledge of the villagers: the primitive implements as display at the tunnel entrance were ample testimony to the resolution of the men who wielded them.

At Passu, the party attended a colourful meeting in the school at which most of the men, women and children of Passu had turned out. The President of the VO and the female Secretary of the Women's Section of the VO gave elaborate presentations on their work, the former using a nice chart, and the latter reading from a prepared text. Mr. Dean now began to pursue vigorously his thoughts on the future of women in the rural economy. His main concerned seemed to be to predict the future status and work load of women. His question on whether men should do the cooking instead of women led to several statements in the negative. The final statement on family harmony under the status quo came from an elderly men, and was translated as follows by the newly-married Ahmad Jami Sakhi (SO Training, on honeymoon in Passu): "*Uncle says, just as your wives are lovely to you, so our wives are lovely to us*".[9] Great laughter followed and the debate was closed. Mr. Elliott was impressed by the high savings that the VO had effected from the project grant given by AKRSP; this partially answered his persistent queries on the source of VO savings.

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8. Isn't it amazing that Western mind cannot believe harmony between people of different Muslim sects without being secular. Isn't it strange that they believe that pluralism is possible among secular societies (despite having fought two World Wars) and not among people of faith even after seeing it in practice. No wonder Edward Saeed had to write Orientalism (perhaps with little effect) to address this bias.
9. Interesting. Having different indicators for women's participation may not necessarily mean that one way of dealing with gender equality is better than the other. It does not conclude the debate but offers an interesting perspective.

The next stop was the school at Shishkat. Since Shishkat had to be visited before the school closed at 1330 hours, the flight to Shimshal had to be abandoned.

After Shishkat, the party headed for Broshal, in the heart of poverty-ridden upper Nagar. Here, the VO meeting was held in the courtyard of the Imam Bargah, and was also attended by Dr. Farman Ali and the two AI technicians whose white uniforms alluded to a certain favourable activity earlier that day. In introducing the visitors to the villagers, the GM mentioned that Mr. Abdullah was from Kuwait and asked if anyone from the village had been to Kuwait; the President of the VO, it turned out, had spent several years in Kuwait with the Pakistan Embassy. The discussion centered around a point raised by Mr. Elliott:why had Broshal progressed so far, so fast, while neighbouring villages had lagged behind? Although VO office bearers presented other explanations, the GM insisted that the success of the Broshal VO was due to the quality of the activists working for it - they had grasped the essentials of the AKRSP approach much faster than their neighbours. The activists had led the village out of its stagnation. By the time we left Broshal, Mr. Elliott was on the verge of renouncing his agnosticism: "Should I be impressed by this place"? he asked TH as much as himself.

The next stop was Roshanabad-Sherabad, a small, tightly-knit village that has excelled in the marketing programme. The meeting was in a house and was attended by both men and women. The presentation by the VO used several flip charts, with colourful columns distinguishing between one variable and another! This VO seems unique in its interpretation of the notion of village specialists: there are separate specialist salesmen for livestock and fruit, in addition to the usual cadre trained by AKRSP. Every single item sold by the VO has figures for and comparisons between 1984 and 1985. The volumes of sales provided another part of the answer to Mr. Elliott's question on the sources of VO savings. Mr. Dean spent several minutes discussing women's programmes with Ms Yasmin, Women's`Coordinator for Hunza, who responded with great confidence and to Mr. Dean's apparent satisfaction.

The last event - the grand finale - was a visit to the Gawachi pipeline that is slung hundreds of feet over a mountain stream. As always, the helicopter landing on the ledge provided the first flurry of excitement. The pipeline itself drew more gasps of amazement. A man walking on the narrow pipeline-bridge simply accentuated the extraordinary. All this, followed by the helicopter takeoff with a 180-turn, made Gawachi a memory that will continue to introduce, uncalled, upon the consciousness of all those who came that day to witness the marvels of nature and the measure of the human spirit.

Comments in the Visitor's Book:

Mr. John Elliott	Most impressive - so much local enthusiasm and so little bureaucracy!
Mr. Malcolm Dean	Only one thing left to achieve with productivity rising as easily as HH's helicopter - get the men into the kitchen!
Mr. Mohammad Keshvaji	People are a Nation's greatest asset. It is remarkable what energy can be unleashed when they are given the opportunity to be productive. Indeed, mountains can be moved. The human endeavour has to be seen to be believed.
Mr. Ali Bahaijoub	Delighted with your work. Keep at it. Please!

Interview given by Abdullah Al Qaq to Radio Pakistan

The interview was taped by Radio Pakistan, Gilgit on the evening of 9th November and broadcast locally. Mr. Abdullah declared himself highly impressed by the development work going on in Gilgit, and said there was no reason why the Gulf Coordination Council should not support it financially.

(Recorded by Tariq Hussain)

NOTE FOR THE RECORD

Subject: VISIT OF MR. EJAZ A. NAIK, SECRETARY GENERAL, ECONOMIC AFFAIRS DIVISION TO AKRSP.

Date: March 21, 1985.

Mr. Ejaz A. Naik, Secretary General (SG), Economic Affairs Division, Government of Pakistan was received on arrival at Gilgit airport at 1030 hours by the Commissioner, Northern Areas, the General Manager AKRSP and members of the Management Group. The Secretary General drove straight to AKRSP offices and viewed the "Valleys in Transition" which he greatly appreciated.

At 1415 hours accompanied with the Commissioner and the General Manager, the SG took off for Soust where he was received by the representatives of the VO besides the Deputy Commissioner and other officials and the members of the MG. The SG enquired from the members of the VO the mode of construction of the channel and also inspected the village tools with which the members of the VO had excavated the tunnel. Except for a hand drill machine most of the work was done manually on the 1260 feet long tunnel with 300 feet of vertical shuts, 7 feet in height and 5 feet in width. On inspection of the tunnel itself, the SG complimented the members of the VO on their magnificent achievement. Before departure, the SG also unveiled a plaque commemorating his visit to the irrigation tunnel.

The SG took off from Soust accompanied with the Commissioner, the Deputy Commissioner, the Superintendent of Police, the District Publicity and Information Officer, SSK, HWK, SMS and KJ and next landed at Ahmedabad where the members of the VO and SOU (Hunza) greeted the party. The SG enquired of the members the progress of the VO and expressed satisfaction at the pace of progress of their channel which is more than half completed and expected to increase the land holdings of the 80 households by 1500 kanals at a total investment of Rs. 150,000 provided by AKRSP. He was also pleased at the savings rate of the VO which was reported to be Rs. 71,500 in a period of less than 18 months. The president of the VO also explained the village development plan. The benefits derived by the members from training of village specialists was also described by the president of the VO. The potential for marketing of fruits was also pointed out. The SG enquired about the education and health facilities available in the village and was pleased to learn about the good work being done by the Diamond Jubilee schools. The group returned to Gilgit airport at 1630 hours.

The SG accompanied with the Commissioner and the GM spent the evening at Begum Sherullah's place to join in the NAUROZE celebrations where KN, IHM and AKd were also present.

At the dinner hosted in SG's honour by the Commissioner and attended by the MLA Zone 'E', the SG discussed different aspects of the development plan for the Northern Areas and also explained the reason for the approval of only Rs. 2.5 million to AKRSP out of the proposed Dutch grant of Rs. 14 million. He said that there were NGOs and giving a more substantial grant in the initial stages to AKRSP might have triggered a spate of requests from NGOs for such a grant. However, in case of AKRSP he would see what further he could do specially since the MLA and the NAs administration is supporting the request. He jokingly turned to the MLA that in case of objection from any quarter, the MLA might have to bale him out.

March 22, 1985

The SG accompanied with the Commissioner, SSK, HWK, KJ and Colonel Martial Law with three others took off from Gilgit airport at 0900 hours and flew over the Hanuchal irrigation channel and viewed the channel from its source and marvelled at the feat of the villagers. The SG had attended the third dialogue at Hanuchal and handed over the cheque for the first instalment to the president of the VO. A few miles further up, the helicopter landed at Shahtot, the last village in Gilgit district with 32 households. The members of the VO with their manager greeted the SG and informed him that the 32 households of the village organised themselves on 29.2.1984 and have since accumulated Rs. 14,500 as their savings, completed 7500 feet of the irrigation channel with the exception of 15 days work, have planted 900 trees and got their village specialists trained and their animals vaccinated against foot and mouth disease. They explained the backwardness of the area and the abject poverty of the villagers forcing them to migrate out of the village. With the construction of the channel, they expected to add 20 kanals to the land holdings of each household. They explained their village plan of developing the barren land through forestation, pasture development, fruit tree plantations and crop husbandry. The SG enquired about the educational facilities available in the area and was informed about the existence of the primary school since last two years. The SG appreciated the efforts of the villagers to improve their condition and assured them of all possible support in their valiant efforts.

On taking off the SG expressed great distress at the condition of the people of Shahtot and seemed visibly moved at their poverty and compared their condition to the cavemen and observed that by its work, AKRSP seems to have become a household word in the whole of the Northern Areas.

At 10.30 hours the helicopter landed at Skardu where the SG was received by the local administration and councilors. IN the meeting arranged at the NAWO rest house, the SG met the following:

- Agha Ahmed Ali Shah, Member Northern Areas Council
- Agha Ali Almusavi
- Sheikh M. Hasan Jaffri
- Mulvi Abdur Rauf
- Haji Mohammad Hussain, Member, Northern Areas Council
- Mr. F.M. Nashad, Chairman, District Council
- Raja Hamid Hussain, Member, District Council
- Raja Zulfiqar
- Wazir Ghulam Mehdi
- Mohammad Iqbal
- Haji Ghulam Haider, Chairman, M.C. Skardu
- Mr. Mohammad Qasim, Vice-chairman, M.C. Skardu
- Mr. B.A. Salik, Member, M.C. Skardu
- Mr. Khalid Mahmud Ahmed, Commissioner, Northern Areas
- Mr. Ghazi Johar, Deputy Commissioner, Skardu
- Superintendent of Police, Skardu
- General Manager, AKRSP and
- Programme Senior Engineer, AKRSP.

The Chairman, District Council Mr. Nashad explained the land and people of Baltistan comprising 225,000 persons living in 369 villages in 46 Union Councils and 2 Municipal Committees. He pointed out the absence of metalled roads from Skardu to any of the three sub-divisional headquarters namely Khaplu, Shigar and Kharmang. Only Skardu was connected with Gilgit. He underscored the need for a special grant for the area and welcomed AKRSP's initiative in taking up two Union Councils on an experimental basis but strongly urged the extension of the programme to the whole of the district. Agha Ali Almusavi, a prominent religious leader of the area informed the SG that there were no religious differences in Baltistan and people were fully motivated to undertake development activities but unfortunately the area has so far received minimal development assistance. He assured the SG on behalf of the religious leaders of fullest motivation of the people towards development and requested him for special attention to this area.

The GM AKRSP submitted to SG that he was under pressure from the people of Baltistan through their religious and elected leaders and from Northern Areas Administration to extend the programme to Baltistan. However, in accordance with their initial survey and projections of the total package being offered by AKRSP to VOs comprising organisation and collective management, land development, increased productivity, credit and savings, marketing, the land development or PPI component alone is estimated to need an investment of Rs. 59 million and unless these funds are arranged, it is not possible for AKRSP to extend its activities to Baltistan and he wanted this point to be made clear to the councilors and religious leaders of Baltistan. He also informed the SG that the local councils of Baltistan have agreed to pool their available resources from the ADP approx. Rs. 5 million per year with AKRSP, if the programme is extended to their area.

The SG expressed sympathy with the development needs of the area and conceded that sufficient attention was not paid to the area in the past but with the construction of the road from Gilgit to Skardu, he hoped the pace of development to quicken. He also promised to do his very best to augment the resources available at the disposal of the Northern Areas Administration and also to ensure extension of AKRSP to the whole of Baltistan district. He,however strongly urged the people's participation in the development effort and observed that without the fullest involvement of the people, AKRSP would not have achieved what it has achieved in such short period. He asked the Commissioner to send recommendations for more investment in the

area for his consideration. The GM informed the gathering that the SG had Rs. 3500 crores at his disposal at which he smilingly observed that Pakistan was quite a big country too.

After the meeting the SG visited Satpara Lake and commented on its tremendous tourist potential and also inspected the Hut at site owned by PTDC which was lying totally neglected without any furnishing. The SG went through the new and old Baltistan bazaar and had tea at Agha Ali Shah's residence which was on the way. The party returned to Gilgit at 1600 hours after lunch at Shangrilla which greatly impressed the SG as a tourist resort.

The dinner hosted by AKRSP was attended by MLA, the Commissioner and other NAs officials. *While leaving after the dinner, the SG assured the AKRSP MG that he would find US$ 1 million for AKRSP.*[10]

March 23, 1985

The SG along with the Commissioner and the GM witnessed the 23rd March Pakistan Day Parade and thereafter at 1030 hours, the SG attended a debriefing session at the AKRSP office with the Management Group. The GM explained the AKRSP package and with the help of overhead projector apprised the SG about the coverage of the programme in the districts of Gilgit and Chitral. Outlining the future programme for the Northern Areas in terms of investment in land development i.e., PPI, the GM estimated the requirements of funds for the next five years at Rs. 210 million (detailed NFR issued separately).

The SG expressed deep satisfaction at the progress made by the AKRSP during the last two years and promised to raise Rs. 100 million for the programme from the Dutch and German donors during his forthcoming visits to these countries in the month of May, and asked AKRSP to raise the balance. The MG felt elated at the SG's recognition of the work of AKRSP in this way and spontaneously clapped to express its gratification at SG's announcement. The session was wound up with half an hour video showing of SG's visit to different AKRSP projects during the last two days. The SG accepted the video with obvious pleasure and commended KJ on his excellent photography.

The SG's final engagement consisted of a visit to Naltar along with the Commissioner, GM and PSE besides Col. Martial Law and KJ where he briefly met the office bearers of the Naltar Bala and Paeen organisations and enquired from them about progress made by them so far. On return from Naltar, the SG took off for Islamabad at 1430 hours to keep his evening appointment there. It needs to mention here that without the helicopter the SG would not have found the time to visit AKRSP projects in a short period of about 51 hours. The helicopter crew fulfilled a gruelling schedule and made sure that SG was able to visit all the places and kept all the appointments that the MG had chalked out for him. *The contribution of the helicopter and the crew is getting SG's support for AKRSP is gratefully acknowledged by the MG*.[11]

c.c. Members of the MG
Director of Special Programmes, AKF (Geneva)
Chairman, AKRSP BOD, AKF(P), Karachi
Mr. Mohamed J. Jaffer,
Vice-chairman, AKRSP BOD, AKF(P), Karachi.

10. This is power of advocacy through work on ground.
11. Helicopter helped in reducing social distance between the government and the people by reducing physical distance and that was the critical insight perhaps HH had in mind when he insisted on the use of helicopter. Helicopter helped compress time and space in connecting with the 'other'.

June 18, 1985

NOTE FOR THE RECORD

Subject: Meeting with Government of Pakistan Officials

Participants:

- Mr. V.A. Jaffrey, Secretary General, Planning
- Mr. Rodead Khan, Secretary General Interior
- Mr. Hasan Zaheer, Secretary, Production Division
- Mr. Z.A. Temuri, Secretary Incharge, KANA
- Mr. S.K. Mahmud, Additional Secretary and Member, Planning Commission
- Mr. Usman Shah Afridi, Additional Secretary and
- Member, Planning Commission.
- Mr. M.M. Qureshi, Chief Executive RDFC.

Mr. Jaffrey enquired about the progress of AKRSP and accepted the copies of the Second Annual Review and the Ninth Progress Report.

He discussed at length the ADP of Northern Areas and expressed dismay at the way development funds were being expanded - the bulk of it going to contractors. He disapproved of financing the Astore and Gupis roads and the Satpara hydel schemes from the ADP, as the roads were already in the defence budget. *He gave examples of wastage of funds in construction of hospital and school buildings with least utilisation of facilities*.[12] SSK agreeing with him gave examples of the irrigation channels being constructed by AKRSP fostered VOs and the high pay off of the village level projects.

The SG also recounted his experience of the Health Guards Scheme in the Northern Areas and its failure due to non-cooperation of the Health Department. SSK explained the working of the scheme of the village level specialists in the fields of livestock and plant protection and underscored the importance of VOs acceptance of the obligation to remunerate the specialists and pay for vaccines, pesticides etc, and how the cooperation of the departments has been enlisted in training the specialists and the supply line is being maintained by AKRSP. People are willing to pay for the services received because as Akhter Hameed Khan used to say they are poor not destitute. If services are designed in line with their social conditions they become affordable and provision of services becomes sustainable.

The SG expressed keen interest in the activities of the AKRSP and assured of his full support.

Mr. Roedad Khan, Secretary General Interior on whom SSK was making a courtesy call, spoke of his proposed visit to Gilgit in September and also assured SSK of his help in getting un-necessary restrictions on operation of the helicopter removed. He was also accompanying the Secretary General Planning to Chitral on June 21 and 22, 1985.

Mr. S.K. Mahmud and Mr. Usman Shah Afridi discussed the progress of the programme in general terms. Mr. Afridi who had earlier visited Gilgit exchanged notes with SSK about the development efforts in the Northern Areas and generally expressed agreement with the AKRSP strategy and methodology.

Mr. Hasan Zaheer, Secretary Production had very kindly agreed to give no objection to the import of AKRSP vehicles and SSK thanked him for this favour.

SSK informed Mr. Z.A. Temuri, Secretary Incharge of KANA of his having received an application from a resident of Diamer district for a Social Organizer's job duly recommended by the Minister personally and explained his difficulty in accommodating residents of one district in another district. Mr. Temuri advised against any action on the application till the programme is extended to Diamer district. He said he has already informed the Minister of this position. SSK also gave him copies of the Second Annual Review and the Ninth Progress Report.

Mr. M.M. Qureshi informed SSK of the NDFC land development loan proposal awaiting approval of the AKRSP BOD. The Chairman AKRSP BOD had already intimated the latest situation to SSK and of its likely finalization shortly. Mr. Qureshi also spoke of a local entrepreneur's interest in making apricot pulp and concentrate and enquired of AKRSP's interest in the project. SSK indicated a positive interest and requested Mr. Qureshi to send the entrepreneur to Gilgit.

12. These observations clearly highlight that management rather than availability of resources has been a stumbling block in the way of poverty alleviation. Transformation of management practices cannot be rushed and there are no shortcuts on the way. It is old tale of hare and tortoise. In the end tortoise wins the race.

March 24, 1986

NOTE FOR THE RECORD

Subject: Meeting with Mr. Sartaj Aziz, Minister of State for Food and Agriculture.

The Minister, who had visited Northern Areas and AKRSP in late 1983, requested for an update on the progress so far made. He fully agreed with the importance and viability of village organizations and observed that he was trying to push the idea through the Minister for Rural Development and invited SSK to a luncheon meeting with the Minister on March 26 in case of cancellation of PIA flight to Gilgit.

The Minister also accepted the invitation to participate in the ICIMOD - AKRSP workshop scheduled for April 19-24, 1986 at Gilgit.

In the context of the Prime Minister of Pakistan's five point programme, Mr. Sartaj Aziz, mentioned the proposal for establishment of a Kachi Abadi Development Authority to undertake activities on the lines of the Orangi Pilot Project and enquired about my availability to head the authority. I thanked him for his interest and regretted my inability to undertake the work in view of my deep and long-term commitment to AKRSP. However, I suggested the name of Mr. Mashhood Usmani, who as Commissioner Karachi, was associated with the Orangi Project for the job.

Mr. Sartaj Aziz also promised to help in treating AKRSP as a provincial cooperative bank and thus providing it easy access to cheap capital from Federal Cooperative Bank for medium and long-term loans. In his view compared to Agriculture Development Bank, the Federal Cooperative Bank would be more appropriate for AKRSP's purpose.

I tried to meet Mr. M.I. Khalil, the Managing Director of the Federal Cooperative Bank but he was away at Karachi and was not due back till March 29.

March 25, 1986

PIA flights have not been operating for the last seven days. My experience of the last journey on KKH and a nagging cough, is preventing me from hitting the road again. I shall wait for the flight tomorrow.

I contacted Mr. Liavizzari of the Swiss Embassy and Mr. Mallalien of the British and succeeded in having a meeting with the latter. Bob Shaw had met him earlier and in fact it was his suggestion that I meet him and Liavizzari. Mr. Mallalien expressed keen interest in AKRSP and in paying a visit to Northern Areas. He also suggested visits of some of the ODA missions scheduled to come to Pakistan. I welcomed the idea. Mr. Mallalien cautioned that the position of the bilateral funds was tight and too much expectations should not be pinned on this source of funding. However he enquired how the government quarters would react if such a proposal was mooted. I quoted the Dutch precedent in this context and assured him of sympathetic government response.

March 26, 1986

The PIA flight did not take off even today, hence from the airport I headed for the Swiss Embassy to keep my conditional appointment with Mr. Lavizzari, the Development Attache. Mr. Lavizzari made enquiries about the programme and its relationship with the existing structures. He asked questions about the PPI savings and organizational issues. He also discussed the adaptation of AKRSP methodology for Kalam Integrated Programme being funded by the Swiss. I informed him of the exchange of visits of AKRSP engineer and Kalam project's social organiser and the collaboration that exists between our two programmes. Mr. Lavizzari wanted further expansion of this collaboration and also indicated his plans to visit Gilgit early next month.

As suggested by Mr. Sartaj Aziz, post lunch discussion took place between Mr. Anwar Aziz, Federal Minister for Rural Development, Mr. Sartaj Aziz, Minister of State for Food, Agriculture and Cooperatives and myself in the Ministry of Food and Agriculture.

Mr. Anwar Aziz had paid a visit to AKRSP offices in 1984 while on a private visit to Gilgit and greatly praised the work being done there in the field of rural development.

Mr. Sartaj Aziz wanted me to explain to the Minister the composition and functions of the village organization which I did at length emphasizing the obligations of organization and collective management and generation of capital through savings besides willingness to upgrade human skills.

The Minister for Rural Development fully agreed with the need for a broad based organization at the village level but proposed two tier institutions consisting of an elected council of 10 to 20 members representing 5 to 10 households and a general assembly of all the households.

Mr. Sartaj Aziz rightly observed that the village organization should evolve itself as in case of AKRSP and not foisted on the village. Unless villagers agree to fulfil their part of the obligations such as collective management and savings, no subsidy or services or supplies should be made available to them.

The Minister agreed to reshape his proposals keeping the AKRSP experience in view.

It was gratifying to note that the inadequacy of elected councils, such as union councils, in implementing and identifying village level development is being recognized and the need for a village level organization is being advocated.[13]

March 27, 1986

The PIA flight was again canceled and in desperation I decided to take the road despite the traumatic experience of the last road journey. This attempt proved no better. We had to turn back from Patten because of a huge landslide. The road had been closed beyond Dassu for the last two days and with the new landslides, there was little likelihood of its becoming passable soon. I decided to spend the night at Besham and to assess the situation in the morning. At night I was informed that the access to Thakot has also been blocked by landslides. The whole night it rained like monsoon rains. It had now been raining continuously for the last three days.

March 28, 1986

In the morning as soon as I came to know about the removal of the debris from the road clearing the way to Islamabad, I thought it prudent to return instead of waiting for endless days at Besham.

We made it to Islamabad by 1700 hours after a brief meeting with the Commissioner Abbottabad Mr. Ejaz Rahim.

At Islamabad a message was waiting for me to contact the Minister of State for Food and Agriculture. I called on him late in the evening who persuaded me to join him at a reception where the Minister for Rural Development requested arrangements for visit to Gilgit of a team of the Ministry to study the village organizations. I readily acceded to his request. Mr. V.A. Jaffrey, Secretary General Planning also expressed an interest to visit Gilgit in the month of May. Everyone at the reception expressed great concern at the helicopter mishap.

March 29, 1986

The flight took off this morning but turned back from Babusar due to bad weather. On enquiries at NATCO bus station, information was given that no bus has arrived from Gilgit for the last three days.

I had never missed the helicopter so much. Today was the sixth day running in my attempts to reach Gilgit either by air or by road.

March 30, 1986

The flight took off punctually at 0620 hours and landed at Gilgit at 0735 hours, thus ending the saga of my longest wait to get to Gilgit.

13. Importance of this innovation of AKRSP should not be underestimated. As AHK and SSK quoted Rumi in making the case for their approach, if the first brick laid on ground is crooked the whole wall built above will be crooked. If local organization structure is not based on consensus but election it will continuously suffer from internal feuds and fail to deliver.

June 20, 1986

NOTE FOR THE RECORD

Subject: Visit of CBS News Team

Ron Pears and Karen Winberger saw SSK at his residence on the evening of June 20, 1986 and requested for an interview as an introduction to the filming of some of the AKRSP projects they had already seen. Pears described the work being done by AKRSP without equal anywhere in Pakistan where he had already spent three months. He praised the AKRSP personnel who were most cooperative and forthright in giving information about AKRSP, unlike other places Pears had visited in Pakistan.

The following morning in the interview, Pears asked questions about the AKRSP strategy and in what respects it was different from the principles of agricultural development applied in the capitalist and the communist worlds. He also wanted to know the response of the people of Northern Areas to the development strategy enunciated by AKRSP and the progress achieved so far.

The interview which was video-taped lasted nine minutes although it was supposed to be of three minutes duration only. *Ron Pears observed that after visiting AKRSP, he had to change his impression that development could not be initiated under the aegis of Islam.*

September 23, 1987

NOTE FOR THE RECORD

Subject: Visit of Five Journalist to AKRSP offices and projects

The visitors were:

- Mr. Jean Francois Leven of L'Express, France
- Mr. Alessio Altichieri of Corrier Della Sera, Italy
- Mr. Rudolf Kahlen, Die Zeit, Germany
- Mr. David Lawday, The Economist, England
- Ms Hilary Brown, CBC Canada
- Mr. Nicholas van Praag, Aiglemont

The visitors arrived at the AKRSP offices just after 1100 hours. They were introduced to the AKRSP MG and viewed the video film "The Changing Valleys". The GM presented some transparencies after that to bring the visitors up to date with current progress. This was followed by a relaxed exchange of views, in which the following issues were raised by the visitors:

1. What institutional arrangements existed in the village before the arrival of AKRSP?
2. What are the source of incomes and VO savings?
3. Explanation of the AKRSP concept of self-help and estimates of the villagers' contributions to PPI projects.
4. Does everyone save equally in the VO?
5. How do the influential people in the village react to the arrival of the VO? Does the VO upset the natural hierarchy?

After the briefing, the team visited Hanuchal and Shahtote.

Hanuchal the GM conducted another episode of the saga of third dialogues with the Hanuchal VO. This time it was for the construction of an additional 2,700 feet of channel. The villagers explained that the construction of this stretch would enable them to irrigate their already cultivated land with the water from their new channel. This would free the water from their old channel to be diverted to a new area. The BOD had already approved this expenditure and the GM told the villagers as to how the money would be released. A total of Rs.100,000 was approved by the BOD and it covered the labour and material required for the additional length. An advance of Rs.25,000 was given to the VO so that they could start work. A second instalment of Rs.25,000 would be released after completion of 50% of the work. Then the last Rs.50,000 would be given to the VO upon completion of the project. All this was agreed to by the VO members.

Hilary Brown took time off from recording sounds of the meeting to present the first instalment. During this meeting, the journalists were busy trying to get a grasp of the proceedings.

The next stop was Shahtote and a visit to the HWK low-head micro-hydel turbine. Engineer Afsar was there to provide the journalists with all the specifications. Hilary Brown cornered NAM to record an interview. She was particularly keen to know if development would "spoil" the villagers and if there was a mystique about the mountains which drew him to work at AKRSP! On the assumption that the answers will not be printed, they are being disclosed. NAM said that if "spoiling" the villagers meant that their quality of life would improve then that was a price development would be quite willing to pay. And the answer to the second one was No!

September 24, 1987

The team of journalists was joined by:

- Ms Marguerite Dobert, of UN Development Forum
- Ms Shahwar Patudi of the Canadian Embassy, Islamabad.

The visitors accompanied by GM, HWK, TH, ZA, NAM and FA left Gilgit at 0845 hours and made several stops of interest before arriving at Soust at 1130 hours. Lunch was served in front of the Soust tunnel, while the visitors inspected the ongoing land development and exchanged views with AKRSP staff.

After Soust, the team proceeded to Khaiber where the Canadian film crew were finalizing the shooting of a village meeting inside the school. After the shooting, the VO held a meeting with the visiting journalists, who raised the following issues:

1. What was the school enrolment and catchment area?
2. How many villagers work outside the village either as part-time wage labourers or as full-time service-section employees?
3. What have been the benefits of the project to the village? (The response to this by a villager consisted of going through each element of the AKRSP package and enumerating its specific benefits)
4. How has the life of women changed due to AKRSP?
5. What will women do with the income from the nursery? What will they use the savings for?

The group left Khaiber for Karimabad, arriving there at 1700 hours. (There was a minor scare when the jeep with Rudolf Kahlen, Jean Francois Leven, Shahwar Patudi and TH broke the retaining wall on the Karimabad Road with its rear left wheel). *On arrival at Karimabad, the visitors watched a display of local dances at the residence of Mir Ghazanfar Ali Khan, in the company of two Canadian Senators and Mr. Pierre Trudeau, the former Prime Minister of Canada.*

In the evening, the GM, HWK and the party of the journalists joined the Canadian group for dinner at the residence of Mir Ghazanfar Ali Khan.

September 25, 1987

The GM and HWK left early for Soust in an attempt to show the Soust tunnel to Mr. Trudeau and his colleagues. (The GM's`NFR on the subject indicates that the visit to the tunnel did not take place).

Shahwar Pataudi left separately in the morning with one of the two Canadian couples who are trying to promote health education and awareness in Central Hunza. Since the Canadians had applied to the Embassy for MAF funds, Ms Pataudi spent the day assessing this request.

The remaining visitors, accompanied by ZA, TH and NAM walked to the Karimabad Girls Academy at 0900 hours. The Principal welcomed us in the lounge that looks out to the Rakaposhi. All the journalists showed a great keenness to understand the school's operations;`the objective with which the girls come for schooling; the system of fees and remissions etc. The Principal remarked that many girls went to become doctors, nursers and lawyers, but those who want to be doctors end up as teachers and those who want to be lawyers end up as good housewives! In the school library, a chart showed the range of salaries that the girls could expect in various professions. Another chart listed the qualifications required to become a nurse.

Hilary Brown recorded interviews with the girls, as well as some of the games they were playing. David Lawday asked the girls if they knew about the Aga Khan and where he lived. Alessio Altichieri was worried at how little attention was given in Hunza to clean drinking water.

From the school, the visitors proceeded to the Baltit Fort (Admission Rs. 10), and had pictures of themselves taken over-looking Hunza. Some of the journalists were temporarily locked in the tower by a careless child caretaker! In another episode, a child saw Rudulf Kahlen from his roof-top and shouted "You are from Germany please". When the astonished Rudolf said Yes, the child shouted "Germany good country".

Altit fort was next. The road to Altit drew the usual gasps and prayers.

From Altit we came back to the KKH to visit Garelth. Here Rudolf Kahlen took meticulous notes, because he wanted Garelth to be his main story. Hilary Brown recorded the sound of 1,000 chicks, but could not draw a comment from the cabbages.

Lunch boxes had been brought to the SO's office in Aliabad by Shakoor Ali. We collected these and the soft drinks and drove down the road looking for an appropriate picnic spot. NAM quite randomly chose to have lunch across the Hussainabad Nallah Bridge, in full view of the Aliabad Channel! As the boulders came tumbling down the slopes from the channel, people left their lunches and stood up to see what was going on. Somebody noticed an orange speck along the channel, and binoculars provided helpfully by TH revealed it to be a large air compressor. When told that 400-500 people had dragged two compressors up the slopes, David Lawday remarked that that was more impressive than the pyramids. TH was collared for an interview ("The Last Cabbage") by Hilary Brown despite his protestations that he was not qualified to speak as an engineer on the Aliabad channel.

On the way back to Gilgit, the visitors stopped to pick garnets by the road side. Some people welcomed this opportunity particularly, since it allowed them to pick presents for their wives!

September 26, 1987

Some of the journalists went up to Kargah, while David Lawday and Hilary Brown looked in at the old Residency buildings and grounds.

The dinner given by AKRSP in the evening was a very pleasant affair. The journalists also met Mr. Ibrahim Khan Khalil, Managing Director of the Federal Bank for Cooperatives. Mr. Khalil remarked to them that S.S. Khan stood for super superior Khan! Some of us tried to speak Italian and French with the visitors. Good speeches were given at the end and addresses were exchanged amicably.

August 7, 1987

NOTE FOR THE RECORD

Subject: Visit of Dr. Mahbub-ul-Haq, Federal Minister for Commerce, Planning & Development to AKRSP Offices.

Mr. Mecklai and TH received the Minister and his family at the Army helipad at 0900 hours, in the company of Major General Hamayun Khan Bangash, Force Commander, Northern Areas and Tariq Feroze, Deputy Commissioner Gilgit. The Minister arrived with his wife, son and daughter, after spending two days, including Eid-ul-Azha, in Skardu. We proceeded straight to the army's VIP guest house in Jutyal, where the Minister inspected the guard. Later, over refreshments, we discussed the Minister's programme, General Bangash took the lead in explaining AKRSP's work to the Minister, who very kindly agreed to a briefing at AKRSP offices at 1030 hours the same day. General Bangash was also keen that his son, Haroon who is proceeding to Cornel this month for his undergraduate degree, should attend the briefing to learn about AKRSP's work. We were also joined by Dr. Mahbubul Haq's son Farhan, who is a sophomore at Williams college and is working as a summer intern at USAID, Islamabad, in the office of Mr. Pat Paterson, Chief of Agriculture and Rural Development. Farhan wanted to know more about the workings of the village organization. Farhan also mentioned in passing that AKRSP applicants to the USAID scholarship, programme this year were considered to be "strong candidates" because of their Northern Areas domicile.

Dr. Mahbubul Haq came to the office at 1025 hours and we took him to the GM's office for a look at the various maps and charts. The Valleys in Transition video was put on at 10345 hours.After that, Dr. Mahbubul Haq wanted to ask some specific questions, and spent the next 75 minutes in discussion with Mr. Mecklai, Dr. Zahur Alam, Sultan Shahabuddin, Mohammad Yaqub (Engineer) and myself. He remarked that he heard about AKRSP from many sources, including Margaret Catley-Carlson (The Head of CIDA), who had insisted that the Minister should visit AKRSP!

Dr. Haq's major interest was in understanding how AKRSP organized the villagers, and how villagers implemented their projects. He felt that the video film explained this quite well. Among other things, he discussed the following points with us:

(a) The unit cost of channels (Rs.28,000 per cusec) and link road (Rs.40,000 per km);
(b) The nature of local power structure who could threaten AKRSP's achievement; the absence of feudalism;
(c) The availability of and difficulty of coverage by technical staff (question was answered by Mohammad Yaqub);
(d) The names of leading donors, and contributions to AKRSP by government agencies and elected bodies;
(e) The VO's contribution to a PPI project (about 50% of lifetime costs, on average).

We showed our statistical transparencies only selectively and handed the two-page statistical abstract to the Minister for his record; we also indicated the range of AKRSP coverage and activities.

Farhan reported that Mr. Peterson's feeling was that AKRSP succeeded in establishing creditability so quickly in the early stages because it was known as an Aga Khan institution, working in an area with a large Ismaili population. I responded that it was true and those Ismaili villages which accepted AKRSP's principle at an early date had a demonstration effect on all other villages. `But I also observed that I had been with the project since the first day, and had witnessed the unifying impact, on all villages, of AKRSP's substantial incentive to organize. The way a village responded to this incentive - the PPI grant - depended on its need and activism more than on religious conviction. Dr. Haq also felt that this incentive must have had a convincing impact.

The Minister's reaction to AKRSP was generally quite positive. From the moment we met him at the guest house, he had been talking about ways of utilizing AKRSP to channel government resources. He thought that the government's social sector programmes (particularly the nutrition programme managed by Dr. Sirajul Haque) could nicely complement AKRSP's initial work. Explained how AKRSP has linked the VO with several government departments and elected officials. The Minister was very keen to include a discussion of this kind of collaboration in a meeting he plans to call shortly and indicated as much to his aide.

The Minister felt that AKRSP's management presence on the ground, and its insistence on working through village consensus, had contributed greatly to its credibility and success. He felt that financial procedures used by the government in the Northern Areas were unduly restrictive. He said that he wanted to explore ways in which the Northern Areas could get its own planning and funding body, with significantly more authority then is vested locally under the present system.

Dr. Haq prefaced his final question by noting laughingly that, when they had asked Dr. Akhter Hameed Khan about how they could help him, he had replied, "You can help me by leaving me alone". The Minister wanted to know how the government could help AKRSP. I asked his permission at that stage to request the GM to answer that question. The Minister said that he would invite the GM, as well as Dr. Tariq Siddiqi, to a meeting presumably between 9th and 14th August. (After the briefing, I informed the GM in Islamabad by telephone about the proposed meeting.)

Dr. Haq noted his impressions about AKRSP in the Visitor's Book, in the following words:

> One of the best examples of bottom-up planning and development. It is ideal arrange to tailor development programmes to the needs of the villagers through their own organisations. I would like to explore concrete means through which we can use AKRSP to handle a substantial part of the government funds earmarked for the Northern Areas in the 7th Plan.

My sincere congratulations and best wishes for the dedicated staff of this project.

Post Script.

We gave a number of village case studies and reports to Farhan to assist him with his internship assignment on AKRSP VOs. Also gave Dr. Haq the NFR of the Passu VO meeting of 1st August with Dr. Akhter Hameed Khan.

It was agreed that Dr. Haq would attend one or two VO meetings. In Hunza prior to his lunch meeting with Mir Ghazanfar, since the Hunza SO's office had been un-reachable by telephone for 3 days. Mohammad Yaqub agreed to drive to Hussain Abad to deliver the message to SO Hunza in person.

Departure from Gilgit was set for 0900 hours on 8th August with TH, ZA, Karim Jan and Gulistan accompanying.

Left Gilgit on time on 8th August to attend Roshanabad-Sherabad and Garelt VO meetings but arrived 2 hours late at each meeting due to last minute change in the scheduled programme by the NA Administration to show the honourable minister government hydel project in Bodalas. Administrator accompanied till Bodalas only. However, Dr. Haq accompanying with his son and wife and TH arrived Roshanabad-Sherabad at about 1245 hours. He was received by ZA, MI, NM, MY and the VO members. The VO president apprised the visitors of their VO performance. Dr. Mahbub ul Haq lauded the efforts being made to remove the poverty from the village. He then asked what other priority projects would benefit their VO. Community hall with two small side storage rooms, completion of school building hiring of school teachers and a knitting machine for women programme were identified as their priority programme.

In the near future, Dr. Haq sanctioned Rupees one lac for these programmes as detailed below:

1.	Community hall and two store rooms	Rs. 35,000
2.	Completion of school building, hiring of 2 school teachers @ Rs.1100 per month. This amount also covers 2-year salaries of 2 teachers.	Rs. 55,000
3.	Knitting machine for women programme.	Rs. 10,000
	Total:	Rs. 100,000

The VO members clapped and thanked the Minister for this gesture. Dr. Haq left for Garelt and arrived at 1335 hours. He was received by the VO President and the members. The meeting started with recitation from the Holy Quran. Jan Alam (VO President) then appraised the chief guest of the VO activities, achievements and their savings. Dr. Haq enquired about their future priority needs. A middle school, better electricity supply in Garelt cold storage and a fruit processing unit at a central location in Hunza were identified as their primary needs. Dr. Haq also sanctioned rupees one lac for Garelt VO. He also promised to send experts from the Ministry of Industries to make feasibility studies for cold storage and fruit processing unit. Dr. Mahbub ul Haq then asked the VO members how to channel government development funds so as to achieve development at the grassroots levels. Jan Alam said that these funds could be routed both through AKRSP and Northern Areas Councillors but should be spent through VOs. Dr. Haq responded favourably. The VOs members in the end thanked the honourable minister for sanctioning Rs. 1 lac. The Minister informed the VO members that this amount would be sent through AKRSP.

Dr. Haq left for Karimabad around 1415 hours to attend the lunch arranged by Mir Ghaznafar. Before departing, he thanked TH, ZA and other AKRSP staff for arranging these meetings. TH, ZA, MY and Gulistan returned to Gilgit at 1600 hours.

August 18, 1987

NOTE FOR THE RECORD

Subject: Meeting convened by the Minister for Planning and Commerce ... Pakistan Secretariat Islamabad.

The working paper along with list of invitees is annexed.

The Minister for Planning and Commerce Dr. Mahbub ul Haq (MH) opening the meeting said that during his recent visit to the Northern Areas, he was impressed by the pace of development and above all by the prospects of the development of the Northern Areas. He pointed out that in the current 5-year plan, yearly allocation to Northern Areas has gone upto Rs. 50 crores a year in comparison to only 10 crores a year before the Sixth Plan, however, there was an urgent need of quickening the pace of development in the region to bring about an improvement in the quality of life of the people.

Referring to development at the local level, MH observed that he had a briefing at AKRSP offices on the subject and also visited a couple of villages and met the members of the VO and found the work being done by VOs exciting and good indeed excellent. He, therefore, felt that a small percentage of the annual development outlay for the Northern Areas should be channelled through AKRSP for this purpose. There was already a request from His Highness the Aga Khan to Prime Minister Muhammad Khan Junejo for a US$ 10 million assistance through USAID for AK Network activities and this request was being processed in the Planning Division but in the meanwhile because of the bottom up approach and cost effectiveness of the AKRSP supported village level projects, he felt that development funds for grassroots development could be very effectively utilised through the forum of VOs.

The Minister for Kashmir Affairs and Northern Affairs Syed Qasim Shah (SQS) informed the Minister about the sectarian situation in the Northern Areas and the geo-political sensitivity of the area and the negative feedback, he was getting on this account about the AK network activities in the area. The resistance to expansion of AKRSP to Diamer district by the religious and political leaders of that district was also highlighted by SQS. He felt that SSK's contacts and relations with the bureaucracy were to a great extent helping in keeping a lid on these issues. He conceded that the work being done by AKRSP was commendable but its sectarian association did not merit diversion of any funds to it other than those raised by AK Network itself otherwise it would create resentment amongst the other sects.

MH said that according to his information, AKRSP was a totally non-sectarian programme and had been fully accepted by all the communities with the exception of some areas. As to the access to bilateral and other funds by AKRSP, these funds were an additionality to the ADP allocation and it was government's policy to encourage NGOs and SQS should have no qualms on AKRSP getting funds from these sources. MH then turned to SSK for his views in the matter.

SSK recounted the full support AKRSP has been getting since its inception from local administration, the Ministry of KANA and other government organizations without which it would not have been possible for AKRSP to progress as it has. As to the sectarian issue, SSK informed the meeting that in the beginning there were some reservations but currently AKRSP was working with all the sects and has nearly covered the entire Gilgit district and it was at the specific request of the administration and the political and religious leaders of Baltistan district, which is totally non-Ismaili, that His Highness agreed to the extension of the programme to Baltistan. In case of Diamer, AKRSP has been under pressure from Astore sub-division of that district for the last 2 years to expand its activities. It would not, therefore, be correct to say that AKRSP is sectarian in outlook. However, as regards to the diversion of ADP funds through AKRSP, with the access given to bilateral funds, AKRSP is not in need of additional funds for its activities but wherever councillors and other institutions such as Baltistan District Council or Women's Division have wanted to pool funds with AKRSP, the initiative has been welcomed.

MH decided that there was, therefore, no need to allocate a percentage of ADP for channelling through AKRSP, however, AKRSP would continue to have access to bilateral funds, as it was government policy to encourage NGOs.

Secretary, Planning Division Dr. Tariq Siddiqi suggested to SQS to undertake AKRSP type work on behalf of government as Chilasis were not willing to invite AKRSP. SQS said that there were already plans to do so.[14]

SSK appreciated the gesture of MH in giving a donation of Rs.100,000 each to the two VOs, he visited, out of his personal senatorial grant and said that there were 350 other VOs in Gilgit district. MH wished that he had enough money to visit each of these villages.

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14. One needs to ponder here if the real issue raised by SQS was sectarian threat or the mindset that saw 'other' as a sign of threat not hope and fulfillment. Dr. Tariq Siddiq turned the idea on its head by asking them to build the bond of trust with the communities themselves if they did not want AKRSP to do it. However, building this bond requires patience and humility which is in much shorter supply than bilateral and multilateral aid. If a community does not accept support from the 'other' and cannot rise up to this challenge itself, then it can mean only one thing ' they don't know what they don't know'.

Decisions were taken in regard to expansion of Gilgit airport, setting up of a poly-technic college at Gilgit, procurement of 21 generators from China, expansion of barter trade with China by including generators and coal, bulldozers and tractors, feasibility of setting up of a cement factory at Khudabad/Soust and preparation of a master plan for development of fruit processing units by RDFC. The promotion of private tourism was also advocated by the Minister.[15]

On broader policy issues, MH referred to the difficulties in management of development programmes in Northern Areas and frustrations being faced by local people in this behalf. He suggested to the KANA Ministry for consideration, the setting up of a Northern Areas Development Authority with full delegation of powers and authority to undertake the development of the area. Both the Minister and Secretary in-charge of KANA considered it a good idea and promised to examine it in detail before giving their views.

15. Interesting. I wonder what happened to these dreams.

No. 1(2)PC/T&C/87-Chief
GOVERNMENT OF PAKISTAN
PLANNING AND DEVELOPMENT DIVISION
(TRANSPORT AND COMMUNICATIONS SECTION)

DEVELOPMENT PLANS FOR THE NORTHERN AREAS

Reference this Division's letter no. 1(2)PC/T&C/87-Chief dated 10.8.1987.

On the request of the Minister for Kashmir Affairs and Northern Areas the proposed meeting on Development Plans for Northern Areas which was scheduled to be held on the 13th August, 1987 has been postponed. The meeting will now be held on the 18th August, 1987 at 10.00 a.m. in the Committee Room of the Ministry of Commerce, 4th Floor Block 'A'.

2. You are requested to kindly attend. The inconvenience is regretted.

(MALIK MOHAMMAD SAEED KHAN)
Chief (T&C)
12.8.1987

1. Syed Qasim Shah,
   Minister,
   Kashmir Affairs and Northern Affairs,
   Islamabad.

2. Mr. Muhammad Tariq Siddiqi,
   Secretary,
   Planning Division,
   Islamabad.

3. Mr. Kazi,
   Member-II,
   Planning & Development Division,
   Islamabad.

4. Mr. M.Z.A. Temuri,
   Additional Secretary,
   Kashmir Affairs and Northern Areas,
   Islamabad.

5. Mr. Abdul Qayyum,
   Administrator,
   Northern Areas,
   Gilgit.

6. Mr.. Muzaffar Mahmood Qureshi,
   Managing Director,
   R.D.F.C.,
   Head Office, Ghousia Plaza,
   Blue Area,
   Islamabad.

7. Mr. Shoaib Sultan Khan,
   General Manager,
   Aga Khan Rural Support Programme,
   Northern Areas,
   Gilgit.

8. Mr. Rana Shabbir Ahmed Khan,
   Chairman,
   Agriculture Development Bank of Pakistan,
   Islamabad.

9. Mr. Ghulam Mustafa Awan,
   Chief, Programming Section,
   Planning Division,
   Islamabad.

10. Mr. Tajamal Hussain,
    Chief,
    Industries Section,
    Planning Division,
    Islamabad.

11. Ch. Mohammad Rashid,
    Joint Secretary,
    Aviation Division,
    Ministry of Defence,
    Rawalpindi.

Copy to P.S. to Minister for Planning & Development.

September 23-25, 1987

NOTE FOR THE RECORD

Subject: Visit of Mr. Pierre Trudeau, former Canadian Prime Minister to Northern Areas.

Mr. Trudeau accompanied with Senators Jack Austen of Vancouver and Coleberg of Montreal and their wives arrived Gilgit by road (partly by helicopter) on 23rd afternoon. The Administrator had hosted a dinner in his honour which RS and SSK also attended. Mr. Trudeau agreed to visit one of AKRSP's projects and since he had met some Canadian ventures of Operation Raleigh, he expressed a preference for the link road, a project of AKRSP in Haiderabad (Hunza), being constructed in collaboration with Operation Raleigh ventures.

The following day SSK met Mr. Trudeau and party at evening tea as well as at dinner of Mir Ghazanfar's residence in Karimabad, along with the journalists.

The Protocol Officer from the Foreign Office, accompanying Mr. Trudeau, suggested to him to visit an AKRSP project at Soust since the party would be making a stopover there for immigration formalities. This suited AKRSP even more than the Operation Raleigh project. As Mr. Trudeau and party were driving and not flying by helicopter to the border, RS suggestion to take them to Shimshal road was not feasible, due to paucity of time.

On 25th morning before the party set off from Karimabad, it was joined by Major General Nek Mohammad, DG FWO who came by helicopter. The weather was cloudy and the surrounding hills appeared to be receiving the first snow of the season. On arrival at Soust, the Senators got into the back of Rocky Daihatsu from their Pajeros in preparation for going to the Soust irrigation tunnel but the lead car carrying Mr. Trudeau and driven by General Nek Mohammad had stopped ahead of all other vehicles. When SSK went to request Mr. Trudeau to join the others, the General in view of the worsening weather conditions vetoed the idea of a stopover and over-ruled the Protocol Officer. SSK made last ditch entreaties to the General but to no avail.

Mr. Trudeau expressed his regrets to SSK for not having been able to see the project, but commented on the large number of project-stones bearing the name of CIDA, he noticed on the road side. A Canadian girl passing by introduced herself to Mr.Trudeau as an Operation Raleigh Venturer and she also recognised SSK having seen Valleys in Transition. Mr. Trudeau was apparently very pleased to have met a Canadian girl at the remote border town of Soust. At dinner the previous evening, Mr. Trudeau had already received a very positive and appreciative account of AKRSP activities from Hillary Brown of CBC.

When SSK told the Senators of the army having put its foot down and they had to clamber back from the jeep, the Senator Austen commented sympathetically, 'we can't fight the army, can we?

NOTE FOR THE RECORD

May 18, 1988

The Federal Minister for Law and Parliamentary Affairs, Mr. Wasim Sajjad paid a brief visit to the AKRSP Core Office, Gilgit on May 10, 1988. The Minister was accompanied by Mr. Abdul Qayyum Khan, Administrator. The AKRSP team comprised SSK, HWK, NzM, ZA, RAK, NAM, AQK and KAT. Dr. and Mrs. Pelant of the Heifer Project International, USA, who are currently visiting HP VOs in Gilgit, were also present at the briefing session.

The briefing session began with the showing of Changing Valleys, a film prepared soon after the start of AKRSP initiatives in the Northern Areas. After the film, *SSK said that AKRSP's objective was not mere development or growth but equitable development. In order to achieve this, AKRSP follows three cardinal principles of rural development:*

- *Organisation and collective management;*
- *Development human resources; and*
- *Generation of capital through regular savings.*

Then SSK presented a statistical profile of the programme area. The programme area is 69,200 sq. km., the size of Ireland, with a population of over 800,000 (98,200 households). There are 1,410 potential VOs with an average population of 570 (70 households). Todate, 885 VOs have been formed, covering 49% of the rural households. Under human resource development package, 1,365 village-based specialists have been trained in such fields as agriculture, livestock, poultry, marketing and accounts. To make the specialists effective in a sustainable way, the users of their services remunerate them. As regards capital generation, SSK pointed out that the total VO savings are Rs.38.8 million. These savings have given confidence and power to the villagers.

SSK then briefly discussed AKRSP credit programme. Nearly Rs.38 million has been given to VOs in short-term credit and the default rate is less than one percent. This compares very favourable with the default rate of institutional lenders in the Punjab. SSK said this excellent performance led to the start of medium-term loans, e.g. for land development and agricultural machinery. Up to March 31, 988, over Rs.25 million has been given as medium-term credit.

SSK said that PPIs were very micro projects, to raise the productivity of villagers natural resources. Average cost was about $10,000 per project. Quoting data from China, SSK said that micro projects had much greater pay off than macro-projects. The VOs not only built these projects, but also maintain them. So far 1,249 PPI projects had been identified, 618 have been initiated and 389 have been completed.

After SSK's presentation, *the Minister asked about VOs labour contribution towards PPI construction. Was it free? SSK replied that as far as AKRSP was concerned, free labour equals forced labour. AKRSP engineers had estimated labour input for each PPI, then the cost of labour had been negotiated. For example, if the daily wage rate was Rs.25, then a wage rate of Rs.15/20 would be negotiated. The villagers would be paid this rate. Payment modalities would be left to the VOs: AKRSP's interest was in physical progress. SSK further added that there were some large PPIs and if the villagers were not paid, these projects would never have been completed. Even the small farmers have opportunity cost of time.*[16]

The Minister asked another question. Do VO savings belong in AKRSP? SSK replied that savings were owned and managed by the VOs themselves. The VOs use them as collateral for credit. SSK added that given the nature of VOs, e.g. their size, regular meetings, regular savings, common interest, the functions of the VOs could not be performed by Union Councillors as their domain is much larger, i.e. not micro oriented. During the initial stages, the VOs need full support, otherwise they may just wither away.

Finally, the Minister asked if the AKRSP model could be replicated in the Punjab, where there are very large villages? SSK replied that according to government statistics there were very few large villages in the Punjab, over 500 people. Then SSK said that even in the Northern Areas, there are very large villages. SSK quoted the example of Nomal, in Gilgit district. According to the government records, this is one village. However, there are six VOs in Nomal. Each VO represents one 'mohallah' of Nomal that has a distinct common interest around which the VO has been formed. In other parts of the programme area, particularly Gilgit district, larger VOs are splitting into smaller, more manageable VOs.

SSK discussed the Heifer Project International's collaboration with AKRSP HPI had given generous funds for the introduction of semi-exotic cattle in selected VOs. Although, these cattle have been given to only a few VOs, to make the whole enterprise egalitarian, these VOs have agreed to pass on the offsprings to other farmers/VOs. This will ensure that this genetic resource is not accomplished by few VOs/farmers.

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16. Paying villagers for their labor contribution and asking them to pay fee for services received from community specialists were critical steps in helping communities to move from a subsistence economy to market economy.

Finally, SSK said that AKRSP had been evaluated by the World Bank's Operations Evaluation Department. The World Bank report said that the performance and achievements of the AKrSP are impressive. Recently a meeting was held in Paris by the World Bank to evaluate its experiences in rural development over 1965-86. The meeting singled out AKRSP for praise. They concluded that had WB's 495 projects followed AKRSP approach, rather than blue print approach, then there would have been much higher proportion of success. The WB recognized the relevancy and effectiveness of the AKRSP approach to small farmer developments. This recognition is a major indicator of AKRSP success.

The Minister thanked SSK and Management Group for the excellent presentation. At the conclusion of the briefing session, SSK presented a set of relevant publications to the Minister.

August 7, 1988

NOTE FOR THE RECORD

Subject: Meeting with Minister for Interior at Interior Division, Government of Pakistan, Islamabad.

In the Managers Conference (the first one to be held in Gilgit after the disturbances) held on July 30, 1988 in which 56 VOs sent 150 representatives belonging to all the three sects in almost equal numbers. The VO representatives with one voice not only condemned what had happened but also expressed their earnest desire to bring about a rapproachment between antagonistic sects. With this objective in view, the village Managers Conference adopted a unanimous resolution requesting AKRSP management to organize a meeting of the village representatives and representatives of the Administration to chalk out a plan of operation for restoring complete peace in the region, harmony amongst the different sects and rehabilitation and restoration of confidence in government's ability to protect and safeguard the life and property of the inhabitants of the region.

I met the Secretary, Interior Division Mr. S.K. Mahmud and apprised him of the resolution of the Managers Conference who in turn arranged a meeting with the Interior Minister Mr. Naseem Ahmed Aheer. The Minister enthusiastically responded to the suggestion of a meeting between VO representatives and the administration and readily agreed to such a dialogue during his forthcoming visit to Gilgit on August 9, 1988 at 1700 hours in AKRSP lawns. The Minister also issued instructions to the Secretary, Kashmir Affairs and Northern Areas to inform the NAs administration about the proposed meeting. After the meeting with the Minister, I also called on the Secretary KANA Division to reconfirm the arrangements. The arrangements were accordingly made by HWK for holding the meeting.

Unfortunately on the morning of August 8, 1988, the Minister informed Gilgit about the cancellation of his programme. The Secretary KANA Mr. Safdar Hussain Kazmi promised to include the meeting in the Minister's programme of visit to Gilgit, whenever it takes place.

NOTE FOR THE RECORD

Subject: Mir Ghazanfar's dinner reception to the Chairman, Pakistan People's Party on December 11, 1988 at his Islamabad Residence

On the request of Mir Ghazanfar Ali Khan, Member Northern Areas Council, HWK and SSK attended the dinner reception hosted by him at Islamabad. The Prime Minister was also expected but could not make it. There were nearly 200 guests comprising Federal Ministers, Federal Secretaries, Ambassadors and a number of people from Northern Areas.

The Federal Ministers include Mr. M. Hanif Khan, Minister for States, Frontier Region, Kashmir Affairs and Northern Areas. he met SSK most enthusiastically being an acquaintance since 1972 and promised to visit AKRSP sometimes in mid-February early March. The Federal Secretaries included Secretaries Commerce, Interior, Rural Development, Northern Areas and Chairman, Agricultural Development Bank of Pakistan etc. The Chairman ADBP, Mr. S. Munir Hussain welcomed the idea of having a detailed discussion on AKRSP acting as a conduit for ADBP, to give loans to small farmers in the Northern Areas. SSK intends to further pursue the matter before leaving on annual leave.

The Australian, Italian and Bangladesh Ambassadors expressed a special interest in AKRSP and expressed a scale to visit the programme.

In a brief introduction to Begum Nusrat Bhutto, she expressed an interest in AKRSP and responded positively to SSK's invitation to visit the programme.

NOTE FOR THE RECORD

Subject: Panel discussion at National Defence College, Rawalpindi.

On the invitation of Lt. General Mohammad Safdar, Commandant of the NDC, SSK participated along with Mr. Sartaj Aziz, Federal Minister and Dr. Haifz A. Pasha, Joint Director, Applied Economic Research Centre, in a panel discussion on local government and rural development held in the NDC from 0900-1330 hours with half an hour break for tea, attended by 28 participants of the ranks of Brigs/Commodore/Air-commodore/Joint Secretary to the Federal Government and six faculty members. There were five army officers from abroad including Indonesia, Bangladesh, Turkey, Jordan and Malaysia.

Mr. Sartaj Aziz, in his introductory remarks highlighted the intr-dependance of agricultural development and rural development. Of the 70 million people living in rural areas, only 43% are engaged in agriculture. Under the circumstances, in his view, the non-agricultural development opportunities have to be fully exploited. However, he underscored the importance of institutional framework for both agricultural and rural development and referred to AKRSP experience in this connection and government's desire to extend it to the rest of the country.

SSK in his exposition dilated on the three principles of rural development and the essentials in terms of infrastructure for agricultural and rural development. He gave examples from AKRSP to elucidate and illustrate the implementation of a strategy based on these principles.

Dr. Pasha presented a research prospective on the system of local government giving a statistical profile of the system:

- Total number of district councils 75 with 300/900 villages and 1 million average population;
- Urban councils 4,000 with 10-18 villages and 15000-20000 average population;
- Average revenue of a district council Rs.15 million and union council Rs.70,000-80,000.

In his view, the main draw-back of the local councils was lack of resources. He mentioned the Mansehra case study and stated that the district council was able to mobilize resources by an export tax on timber and by a decentralised approach, was able to get 40-50% contribution from the community, instead of the projected 18%. Mansehra suffered from the problems of lack of technological support and maintenance of projects completed.

Mr. Sartaj Aziz touching the policy and political aspects and rural development, stated that for equity with social justice, theoretically the socialist model lent itself most to the attainment of these objectives. However, taking a practical view of rural development, he felt that creation of rural institutions, would be the second best approach and the National Agricultural Commission in Chapters 8 and 20, emphasised the importance of leading role to the agricultural and rural sectors to meet the problems of unemployment and population increase. For purpose of organisation, he explained the idea of VDCs and the District Support Organization to foster VDCs. Here again he referred to the Gilgit experience and the need to integrate such a strategy with government. As country-wide programmes, cannot be undertaken by NGOs. He agreed with Dr. Pasha about the lack of resources and outlined government's policy and measures to increase the availability of resources for rural development.

SSK made a distinction between resource constraints reallocation of resources. He felt that available resources, if rationally reallocated between macro and micro plans, should suffice to meet the objectives of rural development. Here he explained the blue-print approach and the process approach and the importance of investment in organization. He expressed dismay at the lack of concrete action or allocation by government for fostering grassroots institutions in rural Pakistan.[17]

Mr. Sartaj Aziz explained government's desire for concrete action in this direction by taking up four districts in each province and to organize 40-50 villages in each district in the first through District Support Organizations, linked with provincial institutes of rural development and National Centre for Rural Development at Islamabad. He said government was taking an evolutionary approach and on the experience gained in the 16 experimental districts in social engineering, a country-wide programme would be implemented.

In the discussion after tea break, questions, clarifications and observations were made concerning availability or resources, generation of taxes through user charges and land taxes, agricultural credit and generation of savings; gap between conceptualisation and implementation of programmes; inter-departmental rivalries and jealousies and lack of coordination; migration of people from rural to urban areas; population explosion; attracting international funding; Comilla programme; maximising production; Pakistani rural scene and the domination of Vaderas and feudal, government's bias towards urban sector and industrialization and attitude of people towards government institutions inhibiting participatory approach etc.

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17. This idea has critical implication. Time and again various experiments and research findings have shown that it is better spending nor more spending which is of critical significance, and one way of better spending is reallocation of resources from macro to micro projects.

Mr. Sartaj Aziz explained that of the 4.3 million agriculturists, 7% owned 41% of the land and were responsible for 65% of the agricultural production of the country. 90% of all subsidies given by government to the agricultural sector, go to the 7%.There was, therefore, an urgent need not only to increase the productivity of the 93% agriculturists but to achieve growth with social justice. Organizing the small holders, is a pre-condition for achieving of these objectives. *On agricultural credit, the quantum of the increase from 100 crores to 1,600 crores of the production loan have benefitted only 6% of the agriculturists.* SSK here explained the importance of a credit programme based on savings and the importance of village organizations in creating accessibility to small farmers. Mr. Sartaj Aziz contented that the problems of urbanization, can only be solved through rural development. Rural areas need to be made more attractive and a system of incentive should be put in place in the rural sector. *SSK explained the different components of the Comilla approach, and the principles on which it was based and how the World Bank destroyed the Thana Irrigation Programme which had 36,000 groups by introducing large tube-wells.* In regard to maximising production, Mr. Sartaj Aziz pointed to scale neutral technological package and the need for creating access to this package by small holders. SSK explained the dynamics of group organisation and the role played by an activist in organising an interest group. Mr. Sartaj Aziz hoped that the lessons learnt in Gilgit, would help in organizing the rural small holders of Pakistan.

The Commandant thanked the panelists and requested the group to give them a standing ovation. The group is expected to visit AKRSP office in Gilgit on September 14, 1988.

July 25, 1989

NOTE FOR THE RECORD

Subject: Visit of Prime Minister of Pakistan to Shandur.

The Prime Minister's entourage arrived at the Shandur Top (12,250 feet) in a cavalcade of 5 Pumas and brought the Chief Minister NWFP, Governor NWFP, General Babar (Adviser to PM), General Imtiaz (Adviser on Defence), Hanif Khan (Federal Minister), Iqbal Ahmad (Adviser to PM), Jehangir Badr (Federal Minister), Mr. Kazmi (Federal Minister and Masud Kausar (Speaker NWFP Assembly) also. The Administrator, Northern Areas had travelled with me upto Barsat by helicopter and thereafter we travelled by jeep as Shandur is beyond Bell 412's ceiling.

Shandur looked like a battle ground from the medieval ages with tents and pavilions dotting whole scene and colourful pennants fluttering in the breeze. The polo ground presented a most magnificent setting overlooking the newly constructed pavilion with the lake in the background. The ground was resplendent with colour flags and the crowd had occupied vantage viewing positions on the hillocks surrounding the ground. The Gilgit polo team gave a superb account of itself and won the lively encounter by 9 goals to 5. The tournament was started in 1915. The Prime Minister announced that the polo match at Shandur would now be an annual affair and held on June 20.

During the match the Chief Minister NWFP introduced me to the Prime Minister who recalled the presentation I made on AKRSP and observed that the programme should be started in other areas of Pakistan, as soon as, technical staff could be trained. She further said that she understood that the Aga Khan Foundation was going to start the programme in Larkana. I informed her that as a sequel to her instructions, I was invited by the Chief Minister of Sind to make a presentation on AKRSP.`The Sind Government has since informed us that they would be sending a team of officials for training to Gilgit. Mr. Sherpao commended the programme to Prime Minister and said that NWFP was planning to start it. The PM remarked that she agreed that it was a very good programme but "they" wanted People's Development Programme Funds to be diverted, which was not possible. However, if funds could be mobilised from other sources, the programme should be implemented. Having failed to comprehend who "they" were, I submitted to the PM that we did not make any such suggestion. I also exhorted Chief Minister NWFP to take an early decision on the registration of the Sarhad Rural Support Corporation (SRSC) as USAID has already provided some funds for the programme in the current financial year. Mr. Sherpao promised to do so and also mildly complained about non-availability of helicopter for his use.

October 14, 1990

NOTE FOR THE RECORD

Subject: Briefing on AKRSP for General Mirza Aslam Beg,
Chief of the Army Staff (COAS), Pakistan Army.

The COAS accompanied with Corps Commander, Commander FCNA and three Brigade Commanders listened to a briefing on AKRSP, given by SSK, which included showing of the video First Harvest.

The COAS greatly appreciated the efforts of AKRSP and directed the Brigade Commanders for active collaboration with AKRSP. He also instructed the Supplies Unit of the army to purchase potatoes, dry apricots, vegetables and fruits from village organizations.

General Beg wrote the following remarks in the visitors' book:

"You have brought about a quiet revolution in this remote part of the country, giving to the people a new quality of life and the conscientiousness to achieve results through collective effort and participation.

Your model should work as a guide for others in the country to undertake such projects in many of the backward areas, which urgently need such attention.

I wish you all the success and best of luck.

Signed
General
COAS, Pakistan Army
(MIRZA ASLAM BEG)

14 Oct. 1990"

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

Subject: Meetings at Islamabad and Peshawar on September 4, 5 and 8, 1990.

SSK met the following:

1. Mr. Sartaj Aziz, Minister for Finance, Planning & Economic Affairs.
2. Mr. M. Azam Khan, Chief Secretary NWFP.
3. Mr. Sulaiman Ghani, Secretary Planning NWFP.
4. Mr. Khalid Mansoor, Secretary LG&RD NWFP.
5. Mr. Javid Majid, Chief Executive SRSC.
6. Mr. A.A. Naseem, Federal Secretary, Local Government and Rural Development.
7. Mr. S.K. Mahmud, Federal Secretary, Special Education.
8. Mr. Ahmad Sadik, Federal Secretary, Kashmir Affairs and Northern Areas.
9. Mr. M.I.K. Khalil, Secretary Planning Division.
10. Dr. M. Humayun Khan, Director General, Foreign Officers Training Institute.

The Chairman AKRSP BOD also met Mr. Sartaj Aziz and Mr. Azam Khan. Mr. Merchant assured the Finance Minister of AKRSP assistance to government in its effort to replicate AKRSP. Mr. Sartaj Aziz felt that as a first step, the existing projects such as ABAD etc., should reorganize themselves on the pattern of AKRSP like the Pak-German Self-help Project in Baluchistan.

Mr. Merchant spoke to the Finance Minister about tax exemption of the income of charitable institutions. Mr. Sartaj Aziz asked him to make a representation for his consideration.

Mr. Azam Khan had taken over as Chief Secretary NWFP, from Mr. Omar Afridi a couple of days ago, when Mr. Merchant and SSK called on him. He promised his continued support to AK network. Mr. Azam Khan continues to remain Chairman of SRSC, despite his change in office. Mr. Khalid Mansoor, the newly appointed Secretary Local Government, promised to expedite deputation of M/S Mutahir Shah and Ikramullah Jan to SRSC. Mr. Sulaiman Ghani is currently officiating as Additional Chief Secretary (Development) on the transfer of Mr. Azam Khan. A new person is likely to be posted soon.

SSK met Mr. Javid Majid, M/S Sartaj Khan, Javid Hasan and Mutahir Shah at SRSC office. The SRSC request for USAID funding has already been forwarded and recommended by EAD. Thus the funding of SRSC for the next five years is likely to become available before the end of year 1990.

Mr. A.A. Naseem, a frequent visitor to AKRSP, since 1984, expressed his intentions to replicate the programme country-wide and as a first step wanted to take up Islamabad Federal rural areas for implementing the programme, under the aegis of NCRD.

Mr. Ahmad Sadik discussed the problems of Northern Areas, in general terms and expressed his desire to visit Gilgit soon to acquaint himself with the area, its problems and developmental potential.

Mr. M.I.K. Khalil and Mr. S.K. Mahmud have recently moved from Establishment and Interior Divisions respectively to Planning and Special Education. Both have been extremely supportive of AKRSP.

Dr. Humayun Khan (till recently Foreign Secretary) called on SSK to discuss the forthcoming visit of Foreign Service Probationers to Gilgit to see AKRSP. Dr. Khan has now been designated as Pakistan's High Commissioner in London and is likely to take up his new assignment immediately after his visit to Gilgit.

c.c. Management Group
Chairman, AKRSP BOD, AKF Karachi.
General Manager, AKF Geneva

CONFIDENTIAL

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR RECORD

Subject: Summary for the Prime Minister on AKRSP.

Federal Secretary, Ministry of Local Government and Rural Development, Mr. A.A. Neseem asked for a meeting with SSK on March 19 and gave a copy of the Summary (attached) he had submitted to the Prime Minister of Pakistan for initiation of AKRSP type rural development pilot projects in the provinces.

The Prime Minister approving the proposal in principle, ordered that in the first instance the Programme may be started as a pilot project in few selected Districts/Villages in the Provinces. He further directed the Ministry to prepare and furnish a blue print giving organization, financing etc., of the Programme for his perusal and information.

Secretary LG&RD sought SSK's help in preparing the blue print asked for by the Prime Minister.

c.c. Management Group (Circulation by hand)
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan

Subject: Meeting with the Prime Minister of Pakistan
at Prime Minister's House on 1.8.1992 ... 1700 hours

Mr. Riaz Khokhar, Additional Secretary, was in attendance and the Finance Minister Mr. Sartaj Aziz was called in by the PM, after half an hour.

The Prime Minister commending the work done in Northern Areas enquired if this could be done countrywide. He expressed disappointment and dismay at the lack of participation of people in most of the government programmes, with the result that instead of ameliorating the condition of the people, many programmes have been counter productive. He strongly advocated involvement of people in the development effort to create a feeling of ownership in the people besides getting things done in a cost effective way, expeditiously.

The Prime Minister suggested my taking up an important position in government to enable me to undertake countrywide implementation of the AKRSP type programme. My submission was that for the last ten years, whatever I have achieved in the Northern Areas, has been by remaining outside government and bringing me in government would not be conducive to implementation of the programme, as I would be cut off from my source of inspiration and experimentation from where I can provide training to a cadre of people to implement the programme country-wide.

I explained the importance of institution building at grassroots and submitted the enclosed note for the Prime Minister's consideration.

The Prime Minister read out the note loudly to the Finance Minister and elicited his views on the proposals. The Finance Minister generally agreed with the suggestions but cautioned against hurrying the process (to which I lent my full support) and also underscored the importance of a rural bank.

The Prime Minister desired a full briefing the following evening and asked the Finance Minister to invite ministers concerned with the implementation of Social Action Programme and Rural Development to the briefing. He also asked me to give a full briefing on the subject.

I also raised the issue of the coal-fired brick factory under construction at Ganesh in Hunza valley and its disastrous impact on the environment of the surrounding areas including Karimabad, Aliabad, Baltit, Altit and right down to Gilgit. The Prime Minister showed great concern and passed orders for immediate action in the matter to protect the environment of Hunza valley.

My entreaties to the Prime Minister about Akhter Hameed Khan, also had the desired effect on the Prime Minister and instructions were issued to save him form any further harassment and persecution.

The Prime Minister's Secretary also gave me a letter (copy attached) felicitating announcement of Magsaysay Award to me.

A brief note for the Prime Minister of Pakistan

Subject: A countrywide Programme for Alleviation of Poverty in the Rural Areas of Pakistan.

The conceptual package of the proposed programme is at Annexure 'A' and the programme package at Annexure 'B'. The legal framework is contained in Annexure 'C'.

Prime Minister's approval is solicited to the following:

1. (i) fostering a framework of grassroots institutions in the entire rural countryside for effective channelling of all local level government and other programmes, especially: social action programme, national conservation programmes, rural credit programmes etc. etc.;
   (ii) privitisation of the programme by implementing it through establishment of non-profit joint stock companies, as support organizations, at district level;
   (iii) commitment for a non-lapseable grant of Rs. ten billion spread over a time frame of 7 to 10 years. A minimum first instalment of Rs. one billion should be made available to initiate the programme. This would ensure long term commitment to the programme without which the programme has little chance of success; and
   (iv) permission to selected and willing government servants to serve the programme for a minimum period of five years on deputation, on the same terms and conditions as are admissible to officials going on deputation to agencies outside the country.

2. If the above meets with Prime Minister's approval, an allocation of Rs. one billion be ordered to be placed at the disposal of the National Rural Support Programme, a joint stock company already set up with the approval of the Prime Minister, to commence implementation of the programme, which will also help and facilitate the Social Action programme (SAP) of the government. At the last consortium meeting at Paris, the Government of Pakistan have already made a commitment to implement SAP through a strategy on the lines suggested in this summary.

PRIME MINISTER

Islamabad,
1st August 1992

Dear Mr. Khan,

I was delighted to learn that you have been awarded the prestigious 'Magsaysay Award' for community leadership for helping provide jobs to the poor in Pakistan. Please accept my heartiest congratulations for an achievement which brings honour and respect to our nation.

As an individual, you have dedicated yourself to a very noble cause - the amelioration in the quality of life of the poor. This objective is closest to my heart and my deep commitment to development in the country is also geared to focus on the problems of the poorer sections of our society.

As a former civil servant, you have set an outstanding example for others to follow. I am confident that you will inspire many public servants to reorient their priorities and devote their energies to the task of nation-building.

Yours sincerely,

(MUHAMMAD NAWAZ SHARIF)

Mr. Shoaib Sultan Khan,
Aga Khan Rural Support Programme,
Gilgit.

NOTE FOR RECORD

By: Shoaib Sultan Khan
August 10, 1992

Subject: Sequel to Meeting with the Prime Minister

Mr. Anwar Zahid, Principal Secretary to the Prime Minister, Mr. Riaz Khokhar and Mr. Farogh Naveed, Additional Secretaries PM's Secretariat, gave me an update, when I met them on August 8, 1992, on the events since my meeting with the Prime Minister on August 1, 1992.

As I was not able to attend the briefing for the Prime Minister scheduled for August 2, due to the demise of my nephew (elder brother's son) in a helicopter crash, Mr. Naveed informed me of Prime Minister's directive at the briefing to Federal Secretaries Planning, Finance, Education, Health and Population welfare to come up with a plan within a week to implement the Social Action Programme (SAP) by involving the communities. The Secretaries wished to discuss their proposals with me on August 9, before submission to the Prime Minister.

The Prime Minister also wrote a letter to His Highness requesting permission for me to help the Government of Pakistan, in fostering a framework of grassroots institution countrywide in the rural areas of Pakistan on the lines of AKRSP.

In the meeting on the 9th, in the Planning Division, the Secretaries agreed with the one page brief I had given to the Prime Minister for implementation of SAP they suggested a two-pronged approach, namely, implementation of SAP through village organisations, where already in existence and fostering in other areas of the country. In the interim devising ways and means to achieve as much community involvement as possible, without the institutional framework at grassroots,for SAP interventions.

Subsequent to the Secretaries meeting, I was called in by the Finance Minister, Mr. Sartaj Aziz, to his office, who discussed the modalities of operationalising the proposal, I had submitted to the Prime Minister. he conveyed Finance Minister's agreement, in principle, to the commitment of resources, as asked for in the proposal and allocation of Rs. one billion during the current financial year in four instalments, to National Rural Support Programme (NRSP). I argued that the first installment of one billion should be paid upfront and agreed with the Finance Minister that subsequent releases should be subject to review of progress. Mr. Sartaj Aziz felt that this being a supplementary grant, he shall have to discuss with the officials of the Finance Ministry and Rs. five hundred million instalment is a distinct possibility -and he will try to do his best. He also suggested that NRSP should take over NCRD, to which Prime Minister has already approved the appointment of Dr. Tariq Siddiqi.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
August 18, 1992

Subject: Meetings with the Prime Minister of Pakistan and Chief Ministers of the Provinces ... 16-17.8.1992

The notice and working paper for the Prime Minister's meeting on August 16 at the National Assembly building are attached (Annex I & II).

The meeting lasted for over four hours, including viewing of the first 15 minutes of the video First Harvest and a presentation of AKRSP conceptual package and the progress to date.

There was total consensus on the need to involve communities by fostering a framework of grassroots institutions on the lines done by AKRSP.

However, *opinions were sharply divided on the modalities and mechanism of the transitional arrangements. The PM was not willing to release funds for Social Action Programme (SAP) without involving the communities in implementation, as in his view, implementing SAP without involving the community would result in waste of resources like in the past.* The meeting broke up for the day with PM's direction to the Finance Minister to hold a meeting with the Chief Ministers and Federal and Provincial Government officials along with me, to work out the modalities and mechanism of the transitional arrangements, and the phasing of the National Rural Support Programme (NRSP).

The meeting on the 17th August again lasted for nearly four hours with a total rejection by the provinces of the transitional arrangements suggested by the Federal Secretaries in the working paper.

The proposals made by me, as contained in the first part of the working paper, were again fully endorsed along with the phasing (Annexure III) with the following modalities:

(i) in case of Sindh, districts of Badin and Mirpur Khas were approved for selection;
(ii) in case of NWFP, Mansehra and Kohistan were suggested by the Chief Minister, as additional to the existing number of districts in NWFP;
(iii) two additional districts of Zhob area were suggested by the Chief Minister, Baluchistan; and
(iv) President, Azad Kashmir wanted Bagh and Rawala Kot districts to be included in the first year's programme of NRSP.

Later in the afternoon, the Finance Minister through a press conference (attended by over 50 journalists) announced the launching of the NRSP.

The NRSP Board of Directors is scheduled to meet on August 26 to discuss the plan of action for implementing the programme.

c.c. Section Heads (By circulation)
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

Annexure A

CABINET SECRETARIAT
(CABINET DIVISION)

No. 55/CS/92 Islamabad, the 15th August, 1992

A special meeting to be chaired by the Prime Minister will be held at 10.00 a.m. on Sunday, the 16th August, 1992 in the Committee Room No. 5 (2nd Floor) of Parliament House, Islamabad. Agenda for the meeting is as follows:

AGENDA

(1) Wheat situation, release and prices of ATTA
(2) Social Action Plan

2. Summaries for items 1 and 2 are enclosed.
3. Kindly make it convenient to attend.

(MANSOOR ELAHI)
Joint Secretary to the Cabinet

MS to the Prime Minister.
Minister for Education
Minister for Finance & Economic Affairs
Minister for Food and Agriculture
Minister for Health
Minister for Industries and additional charge of culture
Minister for Petroleum & Natural Resources and additional charge
Of Special Assistant to the Prime Minister.
Minister for Planning and Development
Chief Minister, Punjab
Chief Minister, Sindh
Chief Minister, NWFP
Chief Minister, Balochistan
Prime Minister, Azad Jammu & Kashmir

Minister of State for Cooperatives & Forestry and Additional charge of Population Welfare
Minister for Food & Agriculture Department, Punjab
Minister for Food & Agriculture Department, Sindh
Minister for Food & Agriculture Department, NWFP
Minister for Food & Agriculture Department, Balochistan
Minister for Food & Agriculture, Azad Jammu and Kashmir

By Special Invitation

Deputy Chairman, Planning Commission	for all items
Secretary General, Finance and Revenue Division	for all items
Secretary health Division	for item 2
Secretary, Food & Agriculture Division	for item 1
Secretary, Planning & Development Divn.	for item 2
Secretary, Finance Division	for items 1 & 2

Secretary, Education Division	for item 2
Secretary, Industries Division	for item 1
Additional Secretary incharge Population Welfare Division	for item 2
Chief Secretary, Punjab, Sindh, NWFP, Baluchistan	for items 1 & 2
Chief Secretary, Azad Jammu & Kashmir	for item 1
Secretary, Food & Agr. Department Punjab, Sindh, NWFP Balochistan and AJK	for item 1
Additional Secretary (Mr. S. Farogh Naved) Prime Minister's Secretariat	for items 1 & 2
Additional Secretary, Food and Agriculture	for item 1
Director General, NLC (Maj. Gen. Khalid Aziz)	for item 1
Additional Finance Secretary (Mr. Moin Afzal)	for item 2
Chief Planning (Mr. Pervez Tahir), Planning & Development Division	for item 2
Joint Secretary, Food and Agriculture Division (Mr. Mohammad Bashir)	for item 1
Managing Director, utility Stores Corporation	for item 1
Chairman, Pakistan Flour Mills Association, Lahore	for item 1
General Manager, Aga Khan Rural Support Programme (AKRSP) (Mr. Shoaib Sultan Khan)	for item 2
Secretary, Information and Broadcasting Division	for all items

Copy to:
Secretary to the President,
Principal Secretary to the Prime Minister

Copy with enclosure to:

1. Presidents of the Provincial Flour Mills Association (Ministry of Food & Agriculture)

Annexure II

Working Paper on the Mechanism to Involve Community in

in the Implementation of Social Action Programme (SAP)

The Prime Minister, on a presentation made by the Planning and Development Division on SAP 1992-95 on 2 August, 1992 was pleased to direct that a mechanism be worked out to actively involve community in the implementation of SAP. He also set up a committee to prepare a working paper within a week, which would be considered by the same forum first and in due course by a meeting with the Chief Ministers. The committee was constituted as follows:

- Secretary, Finance Division Chair
- Secretary, Planning & Dev. Division
- Secretary Health Division
- Secretary, Education Division
- Additional Secretary Incharge, Population Welfare Division

2. The committee has since held three meetings and the succeeding paragraphs present the consensus arrived at on the principal adjustment required in terms of administrative and institutional changes. The committee had the benefit of Mr. Shoaib Sultan's advice in finalizing the working paper.

3. There is no denying that the on-going schemes in social sectors are not delivering expected outputs. Doing more of the same will not accelerate change. An innovative approach to community participation is inescapable.

4. However, a quick-fix method for full community participation does not exist. The approach of necessity has to be gradual though determined and steady. With this observation, the committee sees Mr. Shoaib Sultan Khan's proposal to set up a National Rural Support Programme (NRSP) on the patter of Aga Khan Rural Support Programme (AKRSP) for Northern Areas as the ultimate goal.

NRSP - the Ultimate Goal

5. The NRSP proposed by Mr. Shoaib Sultan Khan has the following strategic elements:
   (i) fostering a framework of grassroots institutions in the entire rural countryside for effective channelling of all local level government and other programmes, especially; social action programme, national conservation programmes, rural credit programmes etc. etc;
   (ii) privitisation of the programme by implementing it through establishment of a non-profit joint stock companies, as support organizations, at district level;
   (iii) commitment for a non-lapseable grant of Rs. ten billion spread over a time frame of 7 to 10 years. A minimum first instalment of Rs. one billion should be made available to initiate the programme. This would ensure long term commitment to the programme without which the programme has little chance of success; and
   (iv) permission to selected and willing government servants to serve the programme for a minimum period of five years on deputation, on the same terms and conditions as are admissible to officials going on deputation to agencies outside the country.

6. Mr. Shoaib Sultan Khan was the first to agree that the above is a long term programme of institution building, without which genuine community participation will remain a dream. it is a programme of meshing voluntary energy and professionalism. Its proper setting up in Mr. Shoaib Sultan Khan's reckoning would take about a decade out of which about three years are required for institution building.

7. It is proposed that the NRSP should be developed by selecting 10 districts in the first year, with addition of 20 and 60 districts in the 2nd and 3rd year. As the institution building progresses, the SAP can be dovetailed to it. A beginning could be made by handing over existing facilities in sectors where significant new construction is not involved as, for example, in health. More important, the transitional arrangements proposed in the next section should also be overseen by the NRSP to avoid wasteful parallelism.

Transitional Arrangements

8. While the process of institution building and the organisation of village activists gets going under NRSP, the society can ill-afford to hold in abeyance whatever social sector development can take place. SAP is a fast track programme to redress serious past neglect of social sectors, which includes a carefully selected package of services - primary education, primary and rural health, nutrition, population welfare, rural water supply and sanitation. It, therefore, requires the completion of on-going schemes as well as incremental facilities, the latter specially to redress the neglect of female population and rural areas. This means that apart from improving the efficiency of existing spending, significant additional allocations are a must.

9. In view of the foregoing, the committee has worked out transitional arrangements for involving the community in the implementation of the Social Action Programme.

10. The guiding principles in deciding the level at which community, should be involved are:

(a) it should be as close to grassroots as possible;
(b) it should be easy to operate; and
(c) it must steer clear of local politics.

11. In the view of the committee, the district is too large to induct meaningful community participation in the SAP activities. A union council is too small to permit community participation at the requisite level of qualifications, as well as to ensure supportive linkages with existing administrative structure. To overcome these difficulties as well as to keep SAP free of local politicking, the committee proposed a service/facility-wise organisation at two levels:

(i) Community Boards (CBs) at tehsil level and
(ii) Citizens Supervisory Committee (CSCs) at facility level.

12. There will be a separate CB for each SAP activity. These will include:

(i) Community Education Board
(ii) Community Health and Nutrition Board
(iii) Community Population Welfare Board
(iv) Community Water Supply and Sanitation Board

Community Boards (CBs)

13. Different CBs for each SAP activity are being proposed for a number of reasons. It will ensure proper focus on each activity. It will also facilitate clear linkages with the provincial line departments and the federal ministries. Due to the scarcity of motivated individuals to represent community, it is possible that the membership of CBs will overlap. But it will be advantageous in view of the economic, social and demographic linkages among various SAP activities.

14. Though different in terms of services dealt with, the functions of all CBs will be the same. These, supplemented by the assistance of Citizens Supervisory Committees (CSCs) to be described, include:

(i) supervision of construction;
(ii) recruitment of administrative staff with the power to hire and fire;
(iii) disbursement of salaries; and
(iv) provision of requisite supplies to schools, health outlets and population welfare centres.

15. CBs will supervise new constructions. The line departments of provincial governments will prepare standard designs, specifications, and tender documents of primary school and health facilities. An Engineering Adviser in BPS-17 will be provided to serve the entire group of CBs in a tehsil for technical supervision. Specifically, this adviser will perform the following functions:

- review of standard designs with reference to site conditions;
- prepare tender documents; and
- provide technical supervision of constructions.

However, tenders will be awarded by CBs. The CBs will also be responsible for making payments.

16. In the case of water supply and sanitation, the CBs will initiate schemes in consultation with the Citizens Supervisory Committees (CSCs). Construction in this case may remain with the Public Health Engineering Department until full technical

capability has been acquired by CBs. The maintenance and operation of water supply and sanitation schemes will be the responsibility of the CSCs with the assistance of CBs.

17. The main functions of the government departments in the field of education, health, nutrition and population welfare will be to provide support to the new mechanism. They will plan, programme and provide finance in accordance with the needs and priorities determined by CBs. They will provide technical support and training to teachers, motivators, health personnel and other staff.

18. Each CB will consist of seven members. The members will be drawn from social workers in the area, with at least one lady member, private sector professionals and experts from relevant fields. The members will elect their own chairperson.

19. Selection of members will be the responsibility of provincial governments. The Deputy Commissioner of the area will send a panel of five persons for each seat on a CB, out of which the provincial government will nominate seven members.

20. All accounts will be subject to scrutiny by the local audit department of the province.

21. As a mater of policy, the government will convert present allocations into grants-in-aid to be provided to CBs. The grants-in-aid will be sent directly to the account of the CBs. The power of spending and disbursement will lie with the CBs. They will also be empowered to raise additional resources.

22. Broadly the role of the CBs will be to control, manage and operate the existing services/facilities in the tehsil, as well as new facilities handed over to them on completion. This will include responsibility for routine maintenance, repair and additions. The staff for the service/facility will perform their functions to the satisfaction of CBs and any promotion and transfers to and form the service/facility under the control of the CBs, will be subject to their approval/on their recommendation. All new recruitments will be made locally by the CBs. In performing their functions the CVs will take into consideration the recommendations and reports of CSCs on the performance of individuals and units.

Citizens Supervisory Committees (CSCs)

23. As already mentioned, CSCs will be the immediate supervisory tier of the mechanism of community involvement outlined here. Being responsible for immediate supervision of SAP facilities, the CSCs will ensure support and involvement of the community at grassroots level. They neither correspond to a village/settlement/hamlet nor to a union council. Being closest to the community, the role of the CSCs is crucial to the success of the present scheme. While they will be set up facility-wise, the extreme variation in local conditions makes it difficult to suggest an exact formulation, at least at the moment. In general, they will function as supervisor bodies for, say, a school or an RHC.

Modification in Regulatory Framework

23. All existing laws, rules, regulations and procedures will be suitably modified to give effect to the recommendations made in this working paper.

Plan of Implementation

25. For administrative reasons and logistical constraints, it will be necessary to implement the above scheme in phases. The suggested phasing is follows:

Phase I - Primary Education
- (i) New facilities
- (ii) Transfer of existing facilities

Phase II - Rural Health and Nutrition
- (i) Phased transfer of BHUs and RHCS
- (ii) Transfer of all other units

Phase III - Population Welfare, Water Supply & Sanitation
- (i) Immediate Steps

26. Since it will take some time to put the proposed transitional arrangements in place and to make them fully operational, it will be imperative to release the first quarterly installment to provincial governments immediately, as was provided in the budget, so that the Social Action Programme does not suffer any setback while the transitional arrangements are underway.

27. Submitted for the kind approval of the Prime Minister.

QAZI M. ALIMULLAH

DR. AKHTAR HASAN KHAN

A.R. SIDDIQI

MAZHAR-UL-HAQ SIDDIQUI

MAHBOOB AHMED

ANNEXURE III

PROJECTIONS FOR A PROGRAMME OF
INSTITUTION BUILDING IN THE RURAL AREAS OF PAKISTAN

Background:

The programme will be implemented through NRSP, which is a registered joint stock company set up for the specific purpose organizing a countrywide programme of this nature.

Focusing on small farmers, the programme aims to help establish a network of village organisations (grassroots institutions) in the rural areas which will provide an institutional base for government and other initiatives such as the Social Action Programme, National Conservation Strategy and Rural Credit Programmes etc.

Pace of Work

In year one, it is expected that work will be initiated in ten new districts, in addition to linking up, supporting, and providing guidance to similar initiatives already existing in another twenty districts. This means that, by the end of 1993, a network of about 3,000 grassroots institutions, spread over 30 districts, will be available as a base for SAP and other programmes.

Over a period of five years, it is anticipated that the programme will have initiated work in the rural areas of all districts in the country. By year ten, it is expected that about 60-70% of the rural population of most of the districts will have been reached through a network of about 45,000 village organizations.

This pace of work will ensure that, in a large majority of rural areas, SAP and other such programmes will find grassroots institutions ready and waiting to join hands with new initiatives to improve their lot.

Year-wise projections are given in at Annexure I. Table 1 shows the coverage by districts, Table 2 shows the coverage by number of village organizations. These projections have been made keeping in mind the importance of maintaining pace, while at the same time, ensuring quality. The projections reflect the outer limit of expansion.

Areas of Concentration

The programme proposes to begin work in selected zones with contiguous districts. A convenient unit for such zoning could be the existing administrative divisions. This will facilitate proper planning, initial establishment and close monitoring of activities, all of which are absolutely crucial in the initial stages of any programme. Such investment in planning and monitoring becomes all the more important when a programme is initiated at a large scale.

Areas of concentration for the programme will consist of those with a large proportion of small farmer communities, which are less prosperous within the given region, and where no other institution-building initiatives have been undertaken.

Although the programme aims to cover rural areas of all districts in Pakistan, it will have to begin with a few selected zones. Since a number of rural support and other development programmes are already working in most Divisions of NWFP and all districts of the Northern Areas, the programme will begin its work with Sindh, Punjab and Balochistan.

Hyderabad Division in Sindh and Rawalpindi and Sargodha Divisions in the Punjab have been earmarked for the first round of work. In Balochistan, Makran Division is the logical choice since no rural support programmes have reached this area.

A tentative list of new districts for the first year and a list of districts where some form of institution building has already been initiated, is given at Appendix II.

Appendix I

TABLE 1: YEAR-WISE PROJECTION OF COVERAGE BY DISTRICTS

Year	Existing Coverage	Year 1 Distts.	Year 2 Distts.	Year 3 Distts.	Year 4 Distts.	Year 5 Distts.	>Year 5 Distts.	TOTAL
1993	20	10	-	-	-	-	-	30
1994	20	15	10	-	-	-	-	45
1995	20	15	15	10	-	-	-	60
1996	20	15	15	15	10	-	-	75
1997	20	15	15	15	15	10	-	90
1998	20	-	15	15	15	15	10	90
1999	20	-	-	15	15	15	25	90
2000	20	-	-			15	15	40 90
2001	20	-	-	-		15	55	90
2002	20	-	-			-	-	70 90

TABLE 2: YEAR-WISE PROJECTION OF VILLAGE ORGANIZATIONS

Year	Existing Districts	Year 1 VOs	Year 2 Vos	Year 3 Vos	Year 4 Vos	Year 5 Vos	>Year 5 Vos	TOTAL Vos
1992	2000		-	-	-	-	-	- 2000
1993	2500		500	-	-	-	-	- 3000
1994	3000	750	1500	-	-	-	-	5250
1995	3000		750	2250	1500	-	-	- 7500
1996	3000		750	2250	2250	1500	-	- 9750
1997	3000		750	2250	2250	2250	1000	- 11500
1998	3000		-	2250	2250	2250	1500	6000 17250
1999	3000		-	-	2250	2250	1500	15000 24000
2000	3000		-	-	-	2250	1500	24000 30750
2001	3000		-	-	-	-	1500	33000 37500
2002	3000	-	-	-	-	-	42000	45000

ASSUMED PATTERN OF VO FORMATION:

Year 1 = 50 Years 2,3,4 = 150 p.a.; Year 5 = 100: Total = 600 average.

Appendix II

LIST OF NEW DISTRICTS FOR THE FIRST YEAR

Hyderabad Divison:

Thatta and Badin or Sanghar and Dadu

[to be determined after an initial investigation of local conditions]

Rawalpindi Divison: Rawalpindi, Chakwal and Attock

Sargodha Diivion: Bhakkar and Khushab

Makran Division: Turbat, Gwadar and Panjgur

Qilla Saifullah and Zhob

Kohistan

LIST OF DISTRICTS WHERE INSTITUTION BUILDING HAS BEEN INITIATED

NWFP: Charsadda, Kohat, Mardan, Swabi, Malakand, Swat,
Dir, Chitral and Karak.

[expected to expand to Mansehra]

Balochistan: Quetta, Loralai, Sibi, Kalat, Lasbela, Kachhi

Northern Areas: Gilgit, Ghizer, Skardu, Ghanche and Diamer

Restricted

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
September 26, 1992

Subject: Prime Minister's visit to Northern Areas on September 22 and 23, 1992.

The intimation about the visit was received at Gilgit on the night before, when I was asked on phone by the Administrator, Northern Areas (Ch. Bashir Tahir) to remain in town the following day. The PM arrived past mid-day, alongwith the Minister KANA, to see the recent devastation caused by heavy rains. On meeting me, the PM enquired if I could accompany him to Islamabad, the next day as he wanted to discuss certain important issues and on my response in the affirmative, he called the Minister KANA to tell him to keep seats for me in the C-130. He also took me along with him to Chilas and Astore and the following day to Hunza. A BBC team was also covering the visit.

On seeing the logging going on from air in the Chilas area, the PM asked the Minister to impose a total ban on cutting of trees in Northern Areas including Kohistan.

There have been about 40 deaths in NAs and large scale devastation in terms of disruption of communication, damage to irrigation channels and loss of property. On the advice of HWK and the request of large member of VOs, I urged PM to give priority for rehabilitation of irrigation channels, as these were the lifeline of the villagers of NAs. The PM readily agreed to allocate fifty million rupees for rehabilitation of irrigation channels, which he offered to AKRSP. On my suggestion the money would be placed at the disposal of the Administrator, NAs but would be expended through the village organizations, on the technical verification of the estimated damage by AKRSP.

In his speech at Karimabad, the PM publically thanked His Highness for the development initiatives in NAs, especially, AKRSP.

I travelled with PM to Islamabad on September 23 on C-130. Before disembarking PM asked his Joint Secretary (Mr. Rauf Chaudhry) to arrange a meeting to which Mr. Alimullah (Principal Secretary to the PM), Mr. Saeed Mehdi (Additional Secretary, PM's Secretariat) and I should be called.

The meeting took place on September 23 at 1500 hours in the office of the Secretary, Ministry of Local Government and Rural Development (Commander A.A. Neseem). Mr. Alimullah explained that PM has desired an AKRSP type initiative to be started in flood affected districts for channelling of relief goods. It was explained that institution building is a long term process, however if the district administration is willing to involve the people in assessment and rehabilitation of flood damage, a beginning could be made by using relief incentives as an investment in village organizations. This could be demonstrated on a pilot basis in one of the flood affected districts. Jhelum was chosen as the district for the demonstration.

The NFR of visit to Jhelum is attached.

c.c. Section Heads/RPOs
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
November 24, 1992

Subject: Meeting with the Federal Minister for Kashmir Affairs and Northern Affairs on November 19, 1992 at 1030 hours at Islamabad.

Besides Sardar Mehtab Ahmad Khan, Mr. Ahmed Sadik (Federal Secretary) and the Deputy Chief (Planning) also were present. The meeting was held at the behest of the Minister, who wanted to discuss the utilisation of Rs. fifty million given by the Prime Minister for rehabilitation of the flood damaged irrigation channels.

The Minister offered to release funds to AKRSP on the basis of verified repair cost estimates of damaged channels by the engineering section of AKRSP. First priority would be given to channels not repaired, as yet, followed by channels already repaired, where cost estimates are in excess of the community contribution envisaged in the terms of partnership for repairs of damaged channels between AKRSP and Village Organizations, drawn up by AKRSP.

The Memorandum of Understanding between AKRSP and the GoP for utilisation of PM's grant money was accepted by the Minister and signed by the Federal Secretary, on behalf of the Government of Pakistan. I signed it on behalf of AKRSP. The draft Memo. had already been vetted by Chairman, AKRSP BOD.

The Secretary also informed me that the Minister has approved the Northern Areas Drinking Water and Sanitation Project, including the appointment of AKRSP as consultant to Government of Netherlands, to help implementation of the project.

The Minister also approved in principle the project proposal for forestry and requested for immediate initiation of the project pending release of funds, which would be made available without delay after fulfilling the formalities.

c.c. HWK/Section Heads/RPOs
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

Chapter 4

Advocacy with Donors

List of Notes for Record

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July 7-12, 1984

NOTE FOR THE RECORD

Subject: Visit of Nick Gardener (NG), Field Secretary and Director for Pakistan - OXFAM accompanied with GM AKRSP, SOU Gupis/Yasin, Sartaj Khan (SK), SOU Punyal/Ishkoman, Mohammad Yar Khan (MYK), Mohammad Sabir (MS), Assistant Engineer, Faryad Khan and Audio-visual Assistant Karim Jan (KJ).

July 7, 1984

NG having arrived late evening by road from Islamabad had expressed a desire to visit as many as the ten OXFAM assisted PPI projects as possible. In the six days of his stay, he was able to visit eight of the ten projects and also hold discussions with the MG and meet Deputy Commissioner, Gilgit, Assistant Commissioner Gupis and Mr. Peter Whitman, UNDP/FAO Agronomist.

After a brief visit to AKRSP office, NG visited the Extension Training Centre and attended the inaugural session of the Third Plant Protection and Production Course in which 23 village representatives are now participating.

At 1130 hours, we left Gilgit by jeep and a couple of hours later stopped over at Dalnati Nullah for lunch by the newly constructed flood protection bund. The second bund across the nullah had rolled over presumably due to massive flooding but it did succeed in deflecting waters away from Dalnati village. SOU Punyal/Ishkoman should get the damage repaired through the VO at the earliest.

On the way we stopped over at the Singal Medical Centre designed by the French Architect Le Ford and opened by His Highness in May 1983. The lady doctor incharge very kindly showed us round. It is primarily a maternity and child care centre. The lady doctor felt that the facilities were not being fully utilised. There were two maternity cases being dealt with in the centre on the day of our visit. On a query about the Centre's linkage with the CBS trained TBAs, the lady doctor described it non-existent but felt that such a linkage would be useful. Anyway it was a pleasure visiting the centre and see it so well maintained. The OPD is treating on an average 40 patients.

KJ got some delicious apricots for us at Singal and we were also stopped by the SOU Punyal/Ishkoman at their office for a brief conversation about the programme in their area. By 1830 hours we had reached Yasin Rest House situated at a height of 8100 feet. Outside it was chilly and deliciously cool.

July 8, 1984

At 0730 hours we left Yasin and headed for Nooh accompanied with Mohammad Ayub the Manager of the VO and also the village supervisor of the area. SK had warned us that it was a four hours walk to the Nooh channel and back but NG insisted on doing it. Little did I realize what was in store for us. We got down from the jeep at the Morkha suspension bridge and walked for nearly a mile before starting the climb. It was so steep and literally breath-taking that I gasped every few yards. At times I thought I will never be able to make it but somehow I dragged on and finally saw the parapet of the channel. The channel is still being given finishing touches. We walked upto the headwork (saraband) and had a beautiful panoramic view of the valley down below. There were also pine trees growing in the area. Some of the land commanded by the channel should be afforested with pine and similar varieties of trees. The source of the channel comprises cascades of water emanating from snows above and the channel itself has inbuilt falls at no less than four places from ten feet to thirty feet. It is indeed a remarkable piece of local engineering.

The President of the VO Ghulam Jahan, Manager Mohammad Ayub and Model Farmer Sher Mohammad gave the following details of their organization:

-	Date of formation	March 12, 1983
-	Total membership	57
-	Savings accumulated	Rs. 6,200
-	Project under	A khul about 3 km long at an implementation estimated cost of Rs.48,112. The increased water will irrigate 6 kanals of hillside and 10 kanals of wasteland of each household. We noticed grass being grown on the hillside by one of the members. Nearly 40 persons worked on the channel every day since December 1983.

According to the village, the benefits of the channel include increased fodder and crops in existing irrigated lands which were said to be 18 kanals per household. The VO has also benefitted by taking fertiliser credit twice. *The use of fertiliser according to them, has resulted in at least fifty percent increase in the yields. In monetary terms, they stated that by putting Rs. 200/250 worth of fertilizer in a field of 6 kanals, they got a benefit of Rs. 500 to 700.*[1]

Water-logging seems to be a problem peculiar to this village and large tracts of land within the village have been inundated. Villagers have been breeding Chinese duck in the area and also made attempts to plant trees in which they did not succeed because of disunity. This is a mixed village with half and half Ismailis and Sunnis. SOU should investigate the feasibility of reclaiming land from water logging, breeding of ducks on a bigger scale and planting of trees.

We did not walk till the end of the channel because it seemed endless and decided to descent after meeting a group of workers. NG agreed that he had got more than OXFAM's money worth in terms of Nooh channel. The descent was quite steep but it was tenderly touching to see three small boys standing at the foot of the rocks to welcome us with green salad and yogurt water (lassi). NG remarked we could not have had a better welcome. Having refreshed ourselves, we proceeded towards the jeep. The Manager insisted on entertaining us to tea and fruits at his house which we passed on the way. Although SK had never been to Nooh channel and this time also deserted us midway but his estimate of four hours was dead right. When we returned to Morkha suspension bridge, it was exactly four ours since we left it in the morning, and when we looked up from the bridge towards the Nooh channel, we couldn't believe that we had just been there.

The tablet at Morkha declaring it an OXFAM project greatly pleased Nick and we proceeded to inspect the work done. Walking along the channel was almost like running an obstacles race, every few yards we had either to jump a boundary wall or jump over the channel. After doing this for over a mile, I stopped the man in front to enquire as to where were we being taken. It turned out that we were heading for the saraband a good two miles away to convince us how essential it was to build a pucca saraband. I assured them that our visit to the saraband would be of no use till the engineer had surveyed and given his opinion on the feasibility or otherwise of the proposal. We were told that the saraband was to be constructed by LB & RD but they had abandoned the thing without doing any work. I assured them that the matter would be looked into by the SOU Gupis/Yasin and they nominated M/S Masta Quwat Aman, Mohammad Jafar Khan and Mirza Niaz as the VOs representatives to accompany the survey team. The details about the VO provided by the members and office bearers present, were as follows:

-	Date of formation	April 1, 1983
-	Total membership	41 out of 26 households
-	Savings accumulated	Rs.8,896
-	Project under implementation	Widening and extension of irrigation channel measuring 4.55 km. The work has since been completed

which has resulted in increased water supply to existing lands thereby increasing the yields of both fodder and crops. The VO also arranged fertilizer on credit. Faryad also completed a village plan in three days on which VO has not as yet taken any action. SOU Gupis/Yasin should explain the plan to the VO and provide guidance in implementing it. This is also a mixed village with half Ismailis and half Sunnis. It was pointed out that by extending the channel another 2000 feet, 52 kanals of undeveloped land could be brought under irrigation. On some probing it transpired that the land belongs to one owner. The decision to extend the channel was therefore deferred by the members present to the full assembly of the VO. On way back we were entertained to sweet mulberries and rather insipid tasting plums. Since it was already 1400 hours the visit to two other OXFAM projects in the area was deferred to the next day and we returned to Yasin Rest House by 1430 hours.

At 1700 hours we left for Taoos Bala and Thoi nullah accompanied with Raja Dastagir ex-member BA Council, Tehsildar and Naib Tehsildar of Yasin, Haji Sahib President of Toos Bala VO and Hazir Shah, village supervisor of Barkulti area. We drove along the Taoos Bala channel which was without water because there had been a landslide on it that very morning. It was expected to be cleared in a day. One the way we also passed by Sultanabad and Taoos Payeen protective spurs which were holding on against ferocious flood waters and so also the Barkulti Payeen irrigation channel saraband and protective bund.

This was my first visit on the Thoi nullah road. it had only been opened to traffic a few hours earlier having been washed away near the Barkulti Payeen khul saraband a day earlier. The drive through Thoi Nullah was most enchanting. We passed through the following villages:

1. Return on investment is 100 percent.

	Name of village	No. of households
1.	Genesal	69
2.	Dalkoi Dupis	34
3.	Harf Payeen	51
4.	Harf Bala	34
5.	Harf Centre	45
6.	Charite Kono	48
7.	Shote Rahimabad	60
8.	Ishkandas	94
9.	Nalti	35

There were said to be another three/four villages in the area. This was one of the most beautiful valleys I had seen in the Northern Areas. In fact Nick proclaimed that this was the real Shangrila. I don't know how the valley would look at other times of the year but at the moment it looked so green and beautiful that it defied any description. A proposal has been submitted to OXFAM for funding of PPIs in the valley. There are already 12/13 VOs which have accumulated over Rs. 83,000 as their savings. The first dialogues were held by HWK in February and the SOU have visited the valley 7/8 times since. I informed Nick that we would only seriously pursue the dialogue second and third once we are assured of funding, otherwise our credibility is likely to suffer if there is inordinate delay between the holding of dialogues and implementation of PPIs.

By the time we started retracing our steps from Thoi nullah, it was nearing 1930 hours. To our dismay we found that the repaired portion of the road had again been swallowed up by the flood waters and the jeeps had to be abandoned. I was assured that Yasin Rest House was only five miles away. I knew it was not less than 8 miles. We started walking and the Raja Sahib along with Tehsildars went ahead to round up a jeep or a tractor from Sultanabad. There was a jeep but without a wheel and the driver. A mile further up we came across a tractor parked on wayside. We had by now walked for four miles. After some persuasion and I heard the word Commissioner being mentioned the Tehsildars got the machine moving. This was my first ride in a tractor after my school days when I used to drive a tractor on my grandfather's farm in the Terai and Bhabhar area of Nainital district. The tractor dropped us in Taoos Bala and we groped our way towards Yasin. Fortunately it was moonlight because the path through the village, was indeed a running stream. Finally we reached the Yasin Nullah or was it the Nazbar nullah - I had lost count of everything or sense of direction. I just kept on moving mechanically. The nullah has to be crossed on two suspended logs perched on a raging stream. We somehow managed to surmount all these obstacles and finally reached the Yasin Rest House at 2330 hours. I lay down exhausted and wondered if I should really subject myself to a such physical punishment. After all in a couple of days I was going to be 51.

July 9, 1984

We did not expect the Thoi nullah road to be repaired before mid-day and hence had decided to give up our programme of visit to Phander and proceed straight to Immit. It therefore came as a surprise to see our jeeps arrive at the rest house before 0900 hours. We were told that Hazir Shah, our village supervisor from Barkulti Payeen, brought members of his VO early morning and got the road repaired without waiting for the NAWO gang to turn up. In the meanwhile, SK had already sent an SOS to Singal asking for a jeep. The jeep met us near Gupis on our way to Phander and was sent back but I was pleased with the efficiency of our logistics arrangements in case of emergency. This was not for the first time. Emergencies recur in this area quite frequently and every time the system has responded well to emergent calls.

We left at 0915 hours and stopped at Gindai Bala. The President of the VO Adam Shah, Manager Mohammad Naku Khan, Model Farmer, Mohammad Naqi, Plant Protection and Production Specialist Purdam Khan and a few other members met us and led us to the channel and gave us the following details about their organisation:

- Date of formation — April 5, 1983
- Total membership — 90
- Savings accumulated — Rs.10,052
- Project under implementation — An irrigation channel at Rs. 45,377 which has since been completed.

It was begun in November 1983 and finished in June 1984. On an average 75 persons worked on it daily at a wage of Rs. 20. The sides of channel were pitched with stones. Describing the benefits of the channel, the villagers informed that now irrigation water could be given to the fields once in two days instead of ten days. The formation of VO has resulted in access to fertilizer credit to all the 90 households instead of 20/30 previously. The VO was currently seized with village planning and marketing especially fruits. The local shop-keeper describing the change since the implementation of PPI stated that his quantum of sales has nearly doubled and that as against 50-70 households which used to buy goods on credit, none is going so now. Most of the goods purchased comprise tea, cooking oil, salt etc.

The villagers of Gindai Payeen who have formed separate organization, requested for early collaboration with AKRSP. SOU Gupis/Yasin may please look into this.

Our next visit was scheduled for Damalgan and we stopped over short of the village to inspect the newly widened and extended channel from the saraband. Very soon the Manager joined us. The President who is an ex-soldier and holder of Sitara-e-Juraat was away. The details of the VO are as under:

-	Date of formation	November 9, 1983
-	Total membership	32
-	Savings accumulated	Rs. 2,500
-	Project under implementation	Widening and extension of a khul which has been completed at a total cost of Rs. 32,711. On which an average nearly 32 persons work at a daily wage of Rs. 20.

Describing the benefits of the khul the villagers stated that it would result in increased water supply to existing land and bring 10 kanals of new land under irrigation. The smallest holding was said to be 6 kanals and the largest 40 kanals. The VO has also taken a fertilizer loan. In a discussion with about half a dozen members of the organization, it transpired that the office bearers were taking least interest in the VO and more so the members.

The Manager of the VO who is also the local shop-keeper seemed to be reaping the maximum benefit and appeared quite satisfied with the state of affairs. The members complained that the extension of the channel has only benefitted the President and he forced them to do the work although it was not included in the AKRSP cost estimates. SOU G/Y should look into this to ascertain under what arrangements this was done. Obviously the villagers and the office bearers alike lacked an understanding of either the concept or the methodology of AKRSP. I briefly spoke to them and exhorted them to strengthen their organization and increase their savings because on collective management and capital depended the development of the village. All present promised to do their best in this respect. We were served excellent quality apricots. Steps to propagate this variety should be taken in hand.

The AC Gupis/Yasin Mr. Atiqullah was waiting for us with a sumptuous tea at his residence. By 1400 hours, we left Gupis joined by Police Inspector Nazrab Khan, who on the spur of the moment decided to accompany us although he had returned from Phander only yesterday. We had driven for no more than two hours on the Gupis-Phander road when both Nick and I saw a strange object floating down the river. I took it to be a square stone, while Nick considered it a piece of wood. In fact it was a jerrycan. No sooner we had seen this we encountered a man in a state of delirium shouting that the jeep he was travelling had fallen over the ridge in the river. In a few minutes we arrived at the site of the accident. I saw a young women sitting listlessly on the roadside. When I asked her what had happened, she replied in Urdu that her father, mother, sister and children have all gone. She said there were 12 persons in the jeep. She was in a tremendous state of shock. I asked my jeep driver Sher Ali to take her to the jeep. In the meanwhile Nazrab showing tremendous courage initiative and leadership had already hurled himself down the steep ridge where the jeep was lying, to rescue the unfortunate passengers. The sight from the road presented a most harrowing and ghastly view. Some bodies were lying naked in the water and some were huddled in the jeep. I noticed slight movement in one person. Slowly the injured were sent up one after the other - badly injured with blood-smeared faces, injured children. We counted six injured persons. It was a miracle that any body was alive. The jeep had fallen more than hundred feet. The injured were followed by six dead bodies. I asked Sher Ali to immediately rush the injured to Gupis in my jeep and asked SK to inform AC Gupis by the nearest phone about the tragedy for making necessary arrangements to attend the injured. My heart sank to learn that there was no doctor in the whole Gupis/Yasin subdivision. The injured were however provided with first aid at Jandrote at the Minor Medical Unit run by the Health Board and the Commissioner arranged for airlifting of the persons injured by army helicopter the next morning. The injured turned out to be the relatives of Pir Sahib of Cahttorkhand.

I was greatly touched and impressed by Nazrab's display of an exemplary sense of duty. But for his timely and quick action perhaps no survivors would have been rescued. it is strange why Nazrab decided to accompany us. Perhaps he had a premonition of the accident. I was also reminded how a couple of months earlier Nazrab had come to me and said that he had seen His Highness in the dream asking him if he had been to see me.

It was a sad day and I was told that this particular patch where the accident took place, was notorious for accidents. The accident apparently happened due to driver's negligence. By the time all of us could reach Phander, it was late in the night. The jeep of SOU G/Y had to make two trips from the scene of accident to Phander, as my jeep had gone away with the injured to Gupis and the following day to Gilgit.

The news of the accident travelled like wild fire and people from Pingle and other adjoining villages rushed to the scene and I was told, took charge of the dead bodies and brought them to the Pingle village Jamaat Khana. The unfortunate passengers belong to two families of Gakuch and had gone on a picnic to Barsat - the last village in Gupis valley near Shandur Pass, where a spring is credited with health-giving qualities. The jerrycan Nick and I saw contained the water of Barsat spring. What an unfortunate end to an otherwise what must have been an enjoyable trip. When the final count was made, nine persons including two children died and the distraught women whom I met on the roadside and five persons including a child survived.

July 10, 1984

Phander, at this time of the year, looks like a huge park complete with a lake, a serpentine like river, rows of nicely planted trees and green fields. The rest house perched on a knoll affords a magnificent view. The mosquitoes, however did not let me sleep well. For lack of time we gave up visits to Dallemal and Sarabal channels and set out at 0700 hours for Shamaran. The villagers met us at the parapet of the channel. It is a more than 20,000 feet long channel. We were informed by the President of the VO that work had remained suspended on the channel since July 1 due to the accidental death of one of the young members of the organizatin Bulbul Nazir in a rock blasting explosion. The Manager of the organizatin was injured in the eye and is under treatment at Gilgit. We were taken to the place of accident and we also visited Bulbul Nazir's house to offer our condolence to his brother, widow and a child. On a query from one of the VO members if AKRSP would provide some financial support to the bereaved family, I pointed out that he had laid down his life in the service of the village and the VO should collectively do something. The project in their village was being funded by OXFAM and they make no provision for such eventualities.

In a discussion with the villager, the following information was volunteered:

-	Date of formation	March 1983
-	Total membership	48
-	Total savings	Rs.23,900
-	Project under implementation	Widening and extension of irrigation channel on which work was started in April 1984 and is estimated to cost Rs.88,000. On an average 45 persons work on the channel and were paid a daily wage of Rs.15/-. Blasting of rocks in some areas, remains to be done. The work is expected to be completed end November.

Analyzing the benefits of the scheme, the villagers pointed out that currently crops were dependent on snow melt. With increased water supply, they could even get two crops. At present, the minimum holding comprised two fields (4-6 kanals in each field) and the maximum 8. The newly developed land would add approximately 4 fields to the existing holding of each household. The only persons who were not entitled to new land, were the outsiders like the Chowkidar of the channel Mohammad Ali Khan. He makes four rounds a day of the channel and gets 15 maunds of grain in return for his services. The SO should use his good offices with the VO get a few fields allotted to outsiders also in the newly developed land. All SOs should make it a policy to identify such destitute and obtain concessions for them from the VOs concerned in the third dialogues. We were informed that the original khul was constructed in 1963 and work has gone on it since then. The village planning of the area, should also be taken in hand. The VO is also entitled to award of implements on the basis of their savings record since March 15, 1984.

On our return we espied Bulbul Nazir's grave by the roadside and offered a silent prayer. After the over two hours walk on the channel in the sun, Nick got dehydrated and I felt very thirsty too. We stopped at Pingle telephone exchange where SK's friends entertained us to the best of their ability. I was greatly touched by their hospitality. Some members of the VO Pingle stopped the jeep and requested for an early dialogue in their village, which I promised to do as soon as possible. We reached Gupis rest house at 1300 hours and after a light lunch left for Immit on SOU G/Y jeep. The day was quite warm and we stopped at every snow-water spring to freshen ourselves. At Hatoon suspension bridge, we found the jeep, sent from Gilgit, waiting for us. We transhipped our luggage in the other vehicle and said goodbye to the Gupis driver who had given excellent service and performed a yeoman's job in rescuing and retrieving the accident victims with Inspector Nazrab and Assistant Engineer Faryad. At Hatoon, Nick discovered that his briefcase containing his passport and valuables had been left somewhere. I knew it won't be lost or stolen. It had been in fact, left at Gupis rest house by mistake. We reached Immit by 1830 hours and were met by SOU Punyal/Ishkoman and office bearers of the Immit VO.

July 11, 1984

Last evening when we decided to start at 0500 hours despite Trainee SO's observation that it would be dark at that time, I had wondered how would I get up that early without the assistance of an alarm clock. The bed bugs in the Immit NAWO Rest House came to my rescue. I could not sleep a wink and when the first light of the dawn made its appearance, my wrist watch showed 0400 hours. Nick had dragged his bed outside and slept peacefully in his bag in the open.

Muzafar Uddin, Manager of the Immit VO along with Raza Beg, local member of the district council, Mr. Ghulam and Sher Alam, members union council, Sabir Rahim, headmaster of the local school and few others welcomed Nick and me with horses and we all set off on one of the most strenuous journeys I had ever undertaken. It was a nice way to celebrate one's birthday although only a couple of days earlier, I had seriously argued with myself if I should really subject myself to such physical strain. On the way we found the Jamat Khanas wearing a festive look celebrating His Highness' birthday.

MYK had told us that it took him five hours one way to the headwork or sarband of the Immit channel and SK had confirmed at Gupis that the Sub-engineer always used to make an overnight stay whenever he visited the channel. I had seriously doubted these statements because the channel according to the survey, was only 3.5 km in length, the moment of truth had arrived. After crossing the nullah, half a mile outside Immit, we started the first of the series of steep climbs. It was with much difficulty that I could keep myself on the horse back. Nick prudently decided to climb on foot. At the second climb halfway, I also decided to dismount because it was too much even for the horse. At the top we stopped for a cup of tea and saw big rock covered with dried twigs and plants. Our companions asked us to throw some twigs on the rock as this action was blessed with taking away the fatigue. We were now on a plateau - green and long without much width. We espied donkeys bringing fuelwood escorted by men, children and dogs. KJ's uncle's dog, a beautiful sheep dog with the looks of an alsatian which had accompanied us from Immit, challenged the new arrivals and KJ got some good video shots of the fight. Everyone, of course, came out unscathed. We recommenced our journey from Shiv exactly at 0645 hours (one and half an hour after we left Immit).

It was now a flat plane and I thought of testing my riding capability. In the heyday of my civil service career I used to love riding and indeed at the Civil Service Academy I had been judged the best rider but now I had not ridden for the last fifteen years. Muzaffar Uddin cautioned against any such action for fear of the fillies which were let loose in this particular area. The mares were confined to distant pastures away from the fillies. Anyway my feeble attempts to bring my mare to a canter petered off only in fast trot, at best.

The area we passed through - a plateau nearly 11,000 feet high - had fuelwood trees on the mountains and green pastures below. While Nick was wondering if any crops could grow at this height we came across, barley and fodder fields and a particular type of grass which is ploughed in to increase productivity of the land. At one of the mud huts we were stopped and offered glasses of pure yogurt. It turned out to be KJ's other uncle's establishment. The area is called Tarboot and about 50 households from Immit maintain their huts in the area during summer. All the Immit households are reported to own land in the area but for scarcity of water only one third of the land could be irrigated and that too by watering fields once in 20/25 days. The irrigation stops altogether by middle of August when water even for drinking becomes scarce. We were informed if water was available for irrigation, people would stay on much longer and grow many more crops. The area is situated in two parallel decks and the lower deck about 200/300 feet below clearly brought out the truth of the villagers statement. There were vast flat lands lying fallow. No more than one third of the fields had any type of crops and that too quite measly looking. Across the nullah was the village of Kakarnay comprising 22 households. At the sarband we were told that about 15 persons from the village work on the Immit channel and in addition to wages have been promised land in the command area comprising nearly 6,000 kanals of which half is already developed into crop fields. The area is also suitable for forestry and we saw junipers growing. With increased water supply, the villagers assured us of large scale afforestation.

We had been riding on plane ground for quite some time and Nick and I decided to give a rest to the horses. However very soon we were persuaded to remount as we were told that there is a considerable amount of walking in store ahead of us. The last stretch which was planned to have been tackled by yaks will have to be done on foot as the yaks could not be rounded up and persuaded to leave their high pastures for the purpose. It came as a bit of disappointment to Nick who was looking forward to it. True enough very soon we had to part with our horses and the steep climb on foot began. We noticed a shepherd's hut and a big pot on the boil - Kruth was being made out of yogurt water.

The last sketch comprised a precipitous climb and then a very steep and rocky descent. We were literally flanked by the villagers on both sides to safeguard against a fall which would have taken us hundreds of feet below in the ravine. By now I was very tired and was hoping against hope that Nick would also give up. When we reached a little flat stretch, the villagers pointed towards the headwork's (sarband) and the channel taking off from the source. It was still quite some distance away and Nick to my great relief declared that he had no intention of going upto the sarband. The villagers felt a bit disappointed and told me that without seeing the channel how could you realize that what entailed in the construction of this channel. However I assured them we fully appreciated the magnitude and difficulties involved in the implementation of the channel.

In a brief discussion the Manager of the VO gave us the following details about the Immit VO:

-	Date of formation	February 1983
-	Total membership	201
-	Savings accumulated	Rs. 7,500
-	Project under implementation	Irrigation channel (khul) 15,000 feet in length. Work began on the channel on 20.5.84 because the survey of the khul could not be begun till middle of the last year due to frozen sarband. Nearly 35 persons worked at site and were being paid Rs. 20 per day. Nearly 1000 feet of the khul had so far been completed. A strong case was made for revision of the cost estimates of Rs. 112,500 which I flatly refused to entertain and Nick also did not encourage. The villagers were a bit crestfallen but I exhorted them not to lose heart and gave examples of other VOs who had implemented no less difficult projects and within similar cost estimates.

In the meanwhile a few blasts went off at the work site indicating the tempo of activity. We had now a choice either to climb back or to go down. We were assured that if we went down horses would be awaiting us after a walk on flat ground. We opted for the latter alternative and somehow managed to reach the nullah below. At that juncture the Manager informed me that the President of the VO Wazir Shah Faqir had left Immit along with AkRSP Sub-engineer at 0200 hours in the morning to be able to meet us at the work site. After hearing this I told Nick that I will have to go to the channel site. Nick responded that in that case he would come too. Somehow we dragged ourselves for another forty five minutes upto the sarband of the channel. Even the dog lay-down and seemed to have given up. Nick called the walk a herculean task.

It was 1030 hours when I reached the parapet of the channel - a good five hours after we left Immit. The channel was indeed a rewarding sight. Nearly 30-40 persons were working at an altitude of approx. 13,000 feet. Nick considered it to be the most unusual OXFAM project. Everyone had been condemning Immit villages as opium addicts and incapable of doing hard work. Seeing their work on the channel one wonders if they are being un=necessarily maligned. We met KJ's uncle - an impressive personality - who was supervising the work. The President of the VO informed that the work gangs have been put incharge of four leaders who take their turn in supervising the construction.

On the request of the villagers I promised to send the Surveyor to give them correct level and also to estimate the work involved. Some persons also suggested an alternate alignment - easier and less costlier. The Surveyor might look at it too.

The so-called short walk to the horses meant a solid one hour's walk along the nullah which required crossing and recrossing it many times and I had to do it twice piggyback style on one of the villagers who got tremendous pleasure in getting it video recorded. Very shortly after getting on the horses, my horse badly stumbled resulting in a fall - the second in my life from a horse - on a rose bush which scratched my cheek and caused minor bleeding but saved me from a worse fate. Nick who was behind me said that my head was saved by inches from the horses' hoof. With great bravado I quickly got up and remounted the horse. There was no alternative. I had little strength left to walk. I thanked the horse because some of the ascents it negotiated would have been impossible for me to climb. By 1300 hours we reached Tarboot and a feast of cream, yogurt, goat butter, cow butter with bread awaited us. It was the food of the gods. I was reminded of Akhter Hameed Khan's words in Chapursan that *these valleys were a gold mine for livestock development.* All that Tarboot nullah needs to exploit this gold mine is water - which Inshallah the Immit channel will bring and expertise. SO should look into the possibility of training some representatives from Tarboot in milk collection, cream separation, cheese making and marketing. At present the whole activity is individualized and at a very small scale. *There is tremendous potential for collective management of the available resources.*

After a brief rest we recommenced our journey. it was very slow and tortuous to negotiate the steep descent on horseback and at times I preferred doing it on foot. By 1500 hours we had reached Immit rest house - exactly ten hours after we left it in the morning.

At KJ's request we stopped over in his uncle's house for the Kashghari soup called Dodo which was delicious. We thanked his aunt for her hospitality not only in the house but also during the trek when KJ produced delicious cookies to satisfy our hunger. We were also visited by a mysterious person at KJ's uncle house who refused to disclose his identity except that he had met me once before at Yasin. The mystery was resolved when we were stopped at the Chatorkhand Police Station and Nick was required to file in a register, while doing so, on his behalf, under the column "Purpose of Visit", I wrote 'on mission' - a common UN terminology. Nick thought this might be misinterpreted as he being on a missionary work. Anyway next day he was able to explain to the Deputy Commissioner, Gilgit who came to visit me at lunch, was an excruciating seven hours of road journey from Immit with a stopover at Singal where we picked up Nick's misplaced briefcase and had a cup of tea. *Ten hours of walking and riding and seven hours jeep drive on one of the worst roads in the world was indeed a bit too much to compress in a single day. But Nick enjoyed it thoroughly and so did I.*

July 12, 1984

As we arrived around midnight last night, Nick changed his programme of taking the second PIA flight to Islamabad and instead proposed to leave by road, to enable him to have discussion with the members of the MG and a wrap up session with me. I was quite keen that he should arrive in time in Islamabad to send the telex to the OXFAM Committee about his visit to AKRSP, as the committee was due to meet on Friday, July 13, 1984 and our request to OXFAM funding of additional projects was on their agenda. Nick assured me that his response would be positive and I needn't worry on that account.

Nick was quite excited after his meeting with HWK and wished that the system employed by the Engineering Section in preparation of cost estimates and the actual contribution of the villager's in implementing the projects could be described in one of the quarterly progress reports for information of the donors and others.

After his meeting with TH and MER, he only wished that he had more time. He also had a preview of the video of our field visits and requested for an edited version along with slides to be delivered to Islamabad office by July 23, 1984 to enable him to take it to London.

In the wrap-up session Nick identified the areas of concern and interest to OXFAM, namely land to the landless; information about increase in productivity; political social aspects in terms of permanent institutions, their democratic status and ability to provide benefits to all. Women's programme was another area of strong interest to OXFAM. As regards land to the landless, I informed Nick that this was not a serious problem in this area except in some villages where recent arrivals to the village were looked upon as 'outsiders' and had consequently no rights in the common lands of the village. However, in case of real needy 'outsiders' while entering into partnership with the VO, AKRSP would try to safeguard their rights in terms of allocation of newly developed land. On other issues, pointed out by Nick, MER is planning surveys and studies. Some of which are already underway.

Nick Gardner left Gilgit by road around 1600 hours for Islamabad.

NOTE FOR THE RECORD

Subject: Visit to AKRSP of Dutch Team and Director UNCRD, Nagoya (Japan).

Comprising Mr. Von Geen, Dutch Ambassador,
Mr. Weert W. Mostert, Dutch First Secretary,
Mr. Mark Vogelaar, Dutch Headquarters and
Mr. H. Sazanami, Director, UNCRD.

Date: September 8-9, 1984.

The Group accompanied with GM AKRSP took off from Chaklala airport at 0800 hours and landed at Gilgit airport at 1000 hours.

The GM gave a presentation on AKRSP to the Group between 1100-1315 hours including viewing of the "Valleys in Transition" (detailed Note for the Record taken by IH).

Between 1430-1730 hours the Group visited Passu and Haiderabad village organisations and made an abortive attempt to land at Aliabad irrigation channel site.

At Passu the Ambassador complimented the 45 members of the VO, who greeted him at channel site, on their splendid achievements and prayed that the VO may become as strong as the highest peak in the Northern Areas. The Group also inspected the newly constructed channel.

At Haiderabad Bala more than 100 members greeted the Group and explained the working of the organisation. The newly elected Manager Hayat Baig gave details of the VO and its activities. The Group also inspected part of the newly constructed link road.

ACTION SOU Hunza): The members requested for formation of additional VOs in the areas who were neither represented nor had benefitted from the Bala village organisation.

On return to Gilgit in an evening discussion session the Ambassador enquired from the GM, AKRSP's plans to initiate or integrate social sector interventions with the economic activities of the VOs. SSK explained that AKRSP was fostering the VO as the vehicle for total development of the village and social sector interventions formed on integral and important component of the development package. *Currently due to resource constraint, AKRSP, focus is on the productive sector, because it is a more effective entry point for organising villages than the social sector but once the VO takes roots, AKRSP will not only more effectively coordinate with social sector agencies but also generate resources from willing donors for VOs to undertake social sector activities.* On a query as what would be the time frame for such an intervention, SSK expected this to happen in the third year of a successful VO's life. On a query whether VOs would be willing to use their savings, as they do for the productive activities like fertiliser loan, marketing, for provision of social welfare services, SSK felt it would take a long time for VOs to reach that stage. This does not mean that the VOs would not be willing or able to allocate some resources for the purpose, in the meanwhile.

The Dutch seemed satisfied with this explanation and the Ambassador observed pointedly that should he adduce from SSK's explanation that AKRSP was not against dovetailing productive sector with the social sector. SSK responded that on the contrary the AKRSP vision envisaged productive and social sectors going hand in hand. It is only a question of phasing and prioritisation. To AKRSP productive sector has an edge over the social sector in catalysing village organisations.

On the 9th September, the Group accompanied with the Commissioner, Northern Areas visited the Arandu, Skardu and Astor valleys.

At Arandu valley (Baltistan) the Group was greeted by about 100-150 villagers representing the following villages:

Name	No. of households
- Thowar Bala and Paeen	240
- Mehndi	35
- Shut	80
- Harboot	40
- Kashmal	35
- Harf	130

The Member Federal Council Syed Mohammad Ali Shah along with Assistant Commissioner (Gul Afshan), Members District and Union Councils introduced the MG (SSK, HWK) to the assembled throng. SSK explained the aims and objectives of the AKRSP and its non-sectarian nature. The obligations of villagers to form organisations for meetings and savings regularly, were unanimously accepted by the villagers present.

ACTION (HWK): The MG assured the villagers of a visit by the Social Organisation Unit to initiate the second dialogue.

From Thowar the MG along with the Dutch *Team,* Director UNCRD, Assistant Commissioner Skardu, Member Federal Council and Chairman District Council (Mr. Noshad Ali) flew to Hussainabad, a village close to the town of Skardu and the home village of the Chairman District Council. More than 150 persons assembled under a Shamiana (Commissioner took the initiative) and met the villagers under a tree. The member Federal Council and the Chairman, District Council introduced the MG. Hussainabad Union Council comprises:

Village	No. of households
- Hussainabad	300
- Hussainabad Nala	20
- Thorghin Paeen	100
- Thorghin Bala	100
- Ghamastar	20

SSK explained the background, nature, objectives and methodology of AKRSP. The terms of partnership involving the obligations of the villagers were clearly brought out namely organisation, regular meetings and savings. The assembled throng vociferously indicated their acceptance of the obligations.

ACTION (HWK): The MG undertook to detail the Social Organisation Unit for holding second dialogue and after a sumptuous fruits party returned to Skardu to pick up the Commissioner, who had got down at the helipad to say his farewells at Skardu.

Flying over Deosai plains (40 miles long at an elevation of 12000 feet) it took us 40 minutes to reach Astor. We landed at the rest house near Rama lake. It is a most beautiful scenic place. The Chairman, District Council along with the A.C. (Mr. Daud) and Executive Engineer (Jamal Khan) greeted the Group.

In the discussion the Chairman suggested, with which Commissioner concurred, that AKRSP take up two Union Councils namely Eidgah and Goharabad for initiating the Programme. SSK agreed to consider the proposal.

The flight back to Gilgit took half an hour and after a debriefing session, at the behest of the Dutch Team, the helicopter left Gilgit at 1615 hours and landed at Chaklala airport at 1815 hours.

c.c. Management Group (by circulation)
Programme Senior Engineer
Chairman, AKRSP Board of Directors
Director of Special Programmes, AKF (Geneva).

October 21-24, 1984

NOTE FOR THE RECORD

Subject: Visit of CIDA Team comprising M/S John Martin (JM), Tom Schatzky (TS) and Nazeer Ladhani (NL).

Wrap-up Session

The team accompanied with SSK paid a courtesy call on Commissioner, Northern Areas. The Commissioner, Mr. Khalid Mahmood Ahmad thanked the CIDA Team for their generous contribution towards the development of Northern Areas and as a gesture of goodwill presented the three members with local woollen 'chughas'. The CIDA team greatly appreciated the Commissioner's gift and expressed satisfaction at the close collaboration between the Administration and the AKRSP. Both the Commissioner and the CIDA team commended the efforts of AKRSP towards the development of Gilgit district.

After SSK's introduction and expression of everyone's thanks and gratitude from AKRSP particularly to Nazeer Ladhani, the team participated in the Monthly Project Officers Workshop and discussed many issues with the participants including problems and difficulties brought out in the Manager's Conference of the previous day, women's programme and future of AKRSP. TH briefly explained the matters raised by the Managers and Presidents of the VOs pertaining to prompt payment of installments, initiation of new PPIs, delivery of fertilizer, village planning and land development, marketing, maintenance of projects, accounts and the savings, training of livestock specialists, use of weedicides, remuneration for Managers etc. In regard to women's programme, TH observed that after KN's inspiring and impassioned appeal to the office bearers of the VOs to help in formulation of a women's programme, the men appeared to appreciative of the shift in approach and seemed ready to help. *Compared to early conference, the attitude to make demands also seemed to have given way to a more realistic approach of partnership and collaboration.*[2]

KN briefly described the genesis of the women's programme and recounted the interventions so far undertaken in this behalf. On a specific query from the team whether separate organisations for women were necessary and desirable or an integrated decision making process, as indicated by the new approach, would be more pertinent. SSK observed that the conceptualization of women's programme was still evolving. There was no rigid policy to have or not to have separate WOs. The feeling was that there were certain activities such as sanitation, child and maternity care etc., around which separate organisations could be formed but activities pertaining to agriculture in which women are involved, may perhaps be best tackled through the assistance of integrated organisation of men and women.

JM attributed the success of AKRSP to its emphasis on organisation and commented that failure to do so resulted in non-participation of the community in the developmental effort and consequent non-attainment of the objectives of developmental programmes in many parts of the world. AKRSP in his view addressed the fundamental need of organising people right from the beginning which in his view proved the programme greatest strength. Some people may ask as to why this capacity lay dormant for so long and dhow come that this "sleeping giant" was awakened by AKRSP. *JM observed that the AKRSP experience clearly shows that a catalyst for change from outside is essential.* The great need now is to keep the organisations alive. He commended AKRSP approach requiring VOs to generate their own capital and to pay for services. He however, cautioned against spreading the programme too thinly in other areas. He expressed great satisfaction at the way donor funds were utilised by AKRSP and attributed its success to AKRSP addressing itself to the fundamental questions.

NL spoke of the tremendous hope and encouragement AKRSP has unleashed in the area through its developmental intervention. He also commended the great confidence that AKRSP has instilled in the people in their work and in themselves. Commenting on the credit given to him by SSK for securing substantial funds for AKRSP, NL attributed it the intrinsic and inherent quality of work done by AKRSP on the ground. He hoped that AKRSP will excel itself in the future.

TS observed that this was the most interesting project CIDA is involved in and he would be greatly satisfied if half of the CIDA aid is expended as well as AKRSP is utilising it. He particularly commended the progress reports and pointing to the sixth progress report observed that such reports make it easier to sell the project. Referring to the film "Valleys in Transition", he said that it was being used by some experts in Canada with various audience such as university students etc., to initiate and evoke discussions on issues and approaches of development.

In a subsequent wrap-up session between the team and SSK, HWK and TH, SSK's proposal to convert part of the CIDA grant into a revolving fund, was discussed. The team agreed to the idea in principle provided this was done without inhibiting or jeopardizing the initial goals and targets of the grant and secondly the use of funds as a revolving fund was institutionalized. They saw no incompatibility in the funds being used for second stage development mostly for land development projects. The

2. From patronage to partnership.

team suggested reviewing the grant incorporating such a principle during their next visit when the proposal would have attained some concretisation on the basis of the disbursements of the NDFC interest free loan of Rs. 5 million.

On the question of reporting requirements for the grant, NL observed that on the basis of financial information upto September furnished by TH, he would authorise the release of Canadian Dollars 700,000 immediately on his return to Canada around November 5, 1984. In early January, he would require the current financial situation telexed enabling him to release next instalment of the grant.

This should be followed by a financial statement with a brief three-page descriptive report. It was agreed that the reports should be sent within 45 to 60 days of the termination of the quarter. NL requested that reports pertaining to this grant, should be referred as multi-year grant reports to distinguish it from the first tranche and the bridge funding grants.

The team accompanied with SSK , HWK and Commissioner, Northern Areas took off from Gilgit airport by Helicopter at 1330 hours and landed at Hanuchal channel site. The team climbed up to the source of the channel and walked along the 4,700 feet of the completed khul. Work is in progress from both ends and about 800 feet of the difficult rocky area remains to be blasted and excavated. The channel is an embodiment of the courage, determination, hard work and untiring zeal of the villagers. It defies all description and observed by TS was the fitting finale to the CIDa team's visit to the Northern Areas.

After visiting the channel, the MG along with the Commissioner disembarked from the helicopter near Shutai and returned to Gilgit by jeep at 1630 hours.

February 14, 1985

NOTE FOR THE RECORD

Subject: Dutch assistance to AKRSP

Participants: Mr. Ejaz A. Naik, Secretary General, Economic Affairs Division, Government of Pakistan.
Mr. Shoaib Sultan Khan, GM AKRSP

The Secretary General enquired about the progress of the programme and on GM's request, positively reacted to Dutch funding for AKRSP from bilateral funds.

The Secretary General also agreed to pay a visit to the Northern Areas from March 21 to 23, 1985 to see some of the projects being implemented by VOs in Gilgit, Chitral and Baltistan districts.

October 3, 1985

NOTE FOR THE RECORD

Subject: DUTCH AID

Participants:

- Mr. Weert Mostert, First Secretary
- Ms Fatima Malik, Women's Programme Officer, Dutch Embassy
- Mr. Shoaib Sultan Khan,GM AKRSP

Mr. Mostert informed GM about the despatch of the plan of action to the headquarters on September 23 and its expected approval shortly. Immediately after this approval, money should start flowing, according to him, after the document is signed. To avoid any further delay, SSK suggested that the document could be signed by a representative from AKF Geneva, if this be acceptable to the Dutch authorities. Mr. Mostert agreed to the proposal. He also undertook to inform EAD, as soon as, the plan of action is approved by his headquarters.

Mr. Mostert expressed a desire to visit Northern Areas and SSK suggested October 29 to November 3, 1985. Mr. Mostert promised to confirm.

In the corridors SSK ran into the Ambassador who expressed thanks for the write-up on AKRSP and requested for a few good photographs (with scenic beauty and poverty) of some projects along with a brief description. IAH to please select more such photographs early.

NOTE FOR THE RECORD

Subject: Visit of Mr. W.W. Mostert (WWM) and Ms Fatima Malik (FM) of Royal Netherlands Embassy

October 29, 1985

WWM and FM arrived at 1130 hours along with Mr. & Mrs. Dieter Hertrampf of the German Embassy in Islamabad. They were brought to the AKRSP office for a briefing at which HWK, IHM, ZA, MS, SMS, IAH, FK, NAM and AKd were present. Since Mr. & Mrs. Hertrampf had not seen the film, Valleys in Transition, the briefing began with the film. Then HWK updated the progress of the programme to September 1985. Each member of the MG elaborated on his/her respective component of the package.

Mr. Hertrampf asked about the transport problems that the villagers face in marketing. IHM responded that AKRSP was working on collective marketing as well as converting perishable products to semi-processed products which would reduce the losses incurred in transporting fresh fruits and vegetables to down country market. WWM commented that although the villagers may have a disadvantage in transport, they would have a seasonal advantage in being able to sell produce which was not available in down country markets.

On the issue of land development loans, HWK pointed out that AKRSP is incorporating the needs of women in its land development dialogues. For example, threshers are often included in the credit package and this would help reduce the time spent by women in a difficult and time-consuming task. WWM asked about organisation. SMS responded that the power is vested in the general body rather than in a committee, ensuring that a few people do not take over the VO. *NAM elaborated that the responsibility for such things as paying back loans was given to the entire VO and the villagers would not agree to a loan if only a few benefitted from it.*

The visitors were then taken to a lunch hosted by AKRSP at which HWK, IHM, SMS and AKd were also present. During lunch AKd explained to WWM the revised approach of AKRSP to women's development as proposed by Najma Siddiqi. He seemed to concur that bring in the expertise of all the sections, would enable AKRSP to enhance its capability to address women's development.

After lunch at 1445 hours, the group went to meet the Administrator at the residency. HWK introduced the visitors and explained that the Government of Netherlands was supporting AKRSP's expansion to Baltistan and women's development programming. *WWM noted that the Netherlands' support for AKRSP was an innovation for them in Pakistan since it was the first time that a private organisation was being funded out of a regular bilateral assistance.* Mr. Hertrampf then outlined[3] German assistance to Pakistan which includes livestock development, refugee-related programmes and self-help projects. He noted that since the Government of Pakistan is interested in increasing support for NGOs, the government of the Federal Republic of Germany is taking a preliminary look at AKRSP for funding.

WWM remarked on the cooperation between AKRSP and the government, especially the pooling of LB&RD funds in Baltistan. HWK explained that this had been done in two Union Councils last year and when the Administrator visits Baltistan tomorrow, the Councillors will probably ask for his approval in continuing this policy. We thanked the Administrator for his time and made plans for him to meet us in the morning for the visit to Baltistan.

In the late afternoon, AKd met with WWM and FM about the plans of operation for the Dutch funding. WWM indicated that the Economic Affairs Division has approved the financing through the bilateral assistance programme. Therefore, the funds could be transferred directly from the Royal Netherlands Embassy in Islamabad to AKRSP. We then went through the documents page by page to ensure that the contents were satisfactory to both the parties. On the financial reporting for further release of funds, AKd indicated that AKRSP could not report in the very detailed ten categories but could report in the broader hundreds categories. AKd explained further that the accounting system was in the process of being computerised and the AKF/Geneva Finance Manager, who was recently in Gilgit, had indicated that such detailed reporting was not possible. WWM agreed to reporting in hundreds and said that when the Embassy reports to the Ministry of Development Cooperation, it reports in hundreds rather than in tens.

Concerning the interim reporting, AKd explained that the GM had asked MER to move towards a district reporting format beginning with the next quarterly progress report. This would mean that the entire Baltistan programme, encompassing all the components of the AKRSP package, would be reported in a separate section of the progress report. After some discussion, WWM consented to the quarterly progress reports with separate district reports as fulfilling interim reporting requirements.

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3. This innovation must have succeeded because of high level of trust between EAD, AKRSP and the Government of Netherlands. HH's influence and SSK's performance both must have played the key role.

The task of convincing the Netherlands Embassy representatives, especially FM, about the women's programme plan was much tougher. FM reiterated her strong reservations about AKRSP not having formulated the programme for women's development and expressed skepticism about AKRSP being able to follow through on the plan. She said that they had approved the women's programme plan in order to get the entire package through the Ministry but they felt that it was not a well-developed plan. AKd outlined the difficulties of developing income-generating activity packages for women in rural areas and reiterated that the genesis of the Government of Netherlands' interest in funding women's programmes in AKRSP was precisely to give support for formulation and development of programming for women. The document prepared by Dr. Riet Turksma with the input of AKRSP staff outlined clearly that formulation was to be financed in the early stages of the project period, followed by implementation of the package development in the later stages of the project period. Given this plan, it was unrealistic to expect AKRSP to be at the implementation stage already.

FM said that AKRSP would not need all the funds budgeted for 1985, if the programme had not been formulated and suggested reducing the amount to be released shortly. WWM finally suggested that all of the 1985 funds for both programmes be made available to AKRSP with the proviso that when the second request for funds is submitted early next year, the women's development programme could be further elaborated in light of the formulation exercise carried out in the next few months. We then drafted a letter for the GM's signature indicating that the final documents, including annexes, were the agreed documents for project implementation. We left the corrections that had to be typed in with Rauf and went together for dinner at about 1930 hours.

During dinner, questions concerning the programme, its outreach to women and non-Ismailis etc., were discussed. AKd asked about the request for an annual plan which had been received from the Dutch Embassy, the day before and WWM and FM indicated that would have to be done by us in Gilgit. WWM also said that if the GM was unable to attend the meeting of grantees in Islamabad on November 9-10, then AKd should come to represent AKRSP. The new directive from the Ministry which requires the annual plan submission and other matters of concern to grantees will be discussed and would provide an opportunity for the grantees to indicate which requirements are posing difficulties. It would also provide a forum for interaction among the various grantees. AKd indicated that she would discuss this with the GM on his return.

October 30, 1985:

At 0840 hours, the group consisting of the Administrator, Northern Areas, Mr. Iftikhar Uddin Khattak (IK), President Federal Cooperative Bank, Mr. M.I.K. Khalil (MIKK); HWK, SMS, WWM, FM and AKd took off from Gilgit airport. After a fascinating flight over the Deosai Plains, we landed at the Skardu DPO at 0950 hours. We there met by IJ, SM, the District Council Chairman, Mr. F.M. Naushad (FMN), other councillors and several notables. The conference room at the office had been set up and a short meeting was held there. HWK began with an introduction of the Dutch Embassy representatives and explained that they were providing funds for Baltistan and for the development of women. FMN then welcomed the guests and thanked them on behalf of the people of Baltistan for the assistance the Dutch were providing through AKRSP. He hoped that with this assistance, Baltistan would catch up with the rest of Pakistan.

WWM then thanked the gathering for the welcome and said that he was glad to be back in Skardu with full hands i.e. with the grant for the Baltistan programme approved. He wished the people of Baltistan success in their efforts to develop the area. The Administrator had to depart because of the visit of the MLA to Baltistan on the same day. We then took the opportunity of looking around the

office. Although IJ had been able to set up the office reasonably well with borrowed furniture, he expressed privately that the furniture order for the office needed to be expedited. WWM was especially interested in how far the office had been established and asked about recruitment efforts. We indicated that IJ was in charge of the DPO for the time being and a suitable candidate had been identified for the District Programme Office post. The District Programme Monitor was expected to arrive from Gilgit in January 1986.

While looking around the office, WWM asked FMN about collaboration with AKRSP. He responded that the aims of the District Council and those of AKRSP were the same, i.e. development of the rural population. Since the achievement of the aim would be expedited through collaboration, the district council was in favour of using its funds for AKRSP projects. He indicated that the new Administrator's approval was required to continue this policy and they would seek such approval. WWM seemed to be quite pleased with the collaborative nature of the work and FMN's strong support of AKRSP.

We left the office, with IJ and FMN accompanying us, for Hussainabad Nullah and landed there at 1040 hours. The SO intern, M. Iqbal Khan, and the villagers greeted us and showed us the storage reservoir under construction. They explained that the storage of water will enable them to increase the irrigation water supply and to bring 400 kanals of barren land under cultivation. The land would be developed with fruit and fuelwood trees. In response to our enquiries, the villagers gave the following information:

- President Ghulam Hasan
- Manager Mohammad Ali
- Members 23
- Households 17
- Savings Rs.7,330

WWM asked when the work started and how many people worked on it daily. The villagers responded that they started in April with 25 labourers working daily. Each labourer was paid Rs. 20 per day and three instalments had been given to the VO. In response to WWM's question about what further help the villagers would require, they said that besides developing the barren land, they planned to build a link road from the main road five miles away. For the reservoir, they had had to carry cement on their backs over that distance. In addition, they would like to improve the channel from the reservoir. Although they would try to do these things on their own, they might require credit. Their greatest problem had been to scarcity of water and therefore, the reservoir had been chosen as the first project. During March and April, there is almost no water available and its storage will help them meet their needs in this period.

They expected to finish the project next year because the cold weather prevented them from doing the cement work now. The work will be started again in May. For the last production session the VO had taken a fertilizer loan for 17 bags of fertiliser (one per family) and had paid it back fully. The villagers indicated increase in production as a result of the fertiliser but underlined that the fertilizer would be more productive if adequate water supplies were available.

At 1100 hours we departed Hussainabad Nullah and at 1110 landed at Thorgo Bala where we were met by SO Intern Ghulam Haider. About 30 people were working on the storage reservoir. HWK introduced WWM, FM and MIKK and explained that the Government of Netherlands was financing AKRSP's work in Baltistan. WWM said that he was very impressed by the work in progress and asked when it would be completed. The villagers responded that they hoped to have it completed by the next irrigation season with the 60 members of the VO working daily. They gave the following information about the VO and the village:

- President Mohammad Hasan
- Manager Haji Sahib
- Lst Specialist Ali Noor
- Members 69
- Households 63
- Savings Rs. 18,200

The villagers indicated that they grew wheat, barley and fodder on their land and expected that the reservoir would allow them to increase production of these crops and bring barren land under cultivation. When WWM asked about their further plans and assistance required to carry them through, they responded that they planned to build a channel and would need credit for it. The livestock specialist, Ali Noor had been trained in July in Gilgit and had vaccinated 139 cattle and 439 goats; he had also treated 215 animals. He showed us his register and indicated that he was charging Re. 1 per vaccination as remuneration in addition to 15 paisas as cost of medicine. Whereas 50-60 animals had died last year only 6 had died so far this year. The villagers said they had no problem in paying him and would continue to pay for his useful services.

HWK then asked the villagers what they thought could be done for women's development. He indicated that the organisation is for the whole village and the VO members should think about how women's work can be improved. In response to AKd's question about the agricultural activities that women are involved in, the villagers said that they harvested, dried apricots, cracked the giri kernels, extracted giri oil and grew vegetables, such as tomato, cauliflower, turnip, peas and carrot. According to the villagers, the women could be helped with machines for oil extraction and nut cracking and improved vegetable production techniques.

MIKK then explained about the Federal Cooperative Bank and asked where the villagers kept their savings. Many pulled out their Habib Bank passbooks and showed them. He told the villagers that his bank could provide 10-year loans for tractors at 6% interest rate against their savings. Repayments are to be made every six months in instalments after the two-year grace period is over.

After telling the VO members to keep up the good work, we departed at 1145 hours. At 1230 hours we landed in Khaplu and were taken by jeeps to the village of Khaplu. The autumn colour were at their peak and we appreciated the beautiful walnut

and apple trees along the way. A gathering of about 20 awaited us at a rest house. In the courtyard, FMN welcomed the guests and introduced them to the gathering of councillors and others. He explained AKRSP's programme in Balti and the work that had been started in 2 union councils. The Vice-Chairman of the District Council then thanked the visitors for coming to Khaplu which he said was the largest sub-division in the Northern Areas. He indicated that the people of Khaplu were completely willing to cooperate with AKRSP and help bring their area upto the standard of living in the rest of Pakistan. He said that development needs not only funds but hard working people and the people of Khaplu were hard working. They would observe AKRSP's terms and conditions and hoped very much that the programme would be extended to their area soon.

WWM thanked the gathering for the warm welcome and said that the Government of Netherlands was making a contribution to the programme's initiation in Baltistan. Based on AKRSP's success in Gilgit, the Government of Netherlands felt it an honour to participate through this contribution. Given that the financing of AKRSP was the first time that a contribution to a private organisation was being made under the regular bilateral assistance programme, the trust that the two governments felt in AKRSP's work was apparent.

HWK then thanked the gathering and explained that an AKRSP office was in the process of being established in Skardu. Presently, the programme was limited to the union councils around Skardu but eventually it hoped to reach Khaplu. Referring to FMN's discussion of AKRSP's terms and conditions, HWK asked the gathering to pass on the message of the programme when they are in the villages. When the programme did extend here, the cooperation and understanding of the people would be a must for success. MIKK then gave a brief introduction to the Federal Cooperative Bank and a credit facilities available. He indicated that a branch is being opened in Skardu. He noted that the people here seemed to be aware of the need for progress and this awareness would be a positive factor in AKRSP's work.

At 1330 hours we departed Khaplu and landed at Shigar at 1400 hours. We were met by local councillors and a large gathering of children. FMN introduced the guests and gave a brief explanation of AkRSP and its principles. He said that the programme involved conditions on both parties in the partnership. HWK indicated that the programme is being supported by the Dutch in Baltistan. He explained that the programme's objective is to develop self-sustaining village organisations that can take care of their development needs; the programme's purpose is not just giving funds for schemes. He indicated that the SO would return and explain the programme in detail. One of the councillors thanked the visitors for coming and said that Shigar is the least-developed area in this least-developed district of the Northern Areas. He indicated that they would like the programme extended to their area.

MIKK gave a very brief introduction to his bank and its credit programme and we departed Shigar at 1415 hours. At 1430 hours we landed at Shangrila and had lunch. By 1600 hours, we returned to the Skardu DPO to drop IJ and FMN and pick up the Administrator. While the helicopter was refueled, we chatted with the local officials about the programme. They all seemed very interested in its expansion to Baltistan and ensured their and the people's full cooperation.

At 1710 we landed back at Gilgit airport. The documents for the Dutch assistance were photocopied in the evening and given to WWM at dinner at the Serena Lodge in the evening.

October 21, 1984

NOTE FOR THE RECORD

Subject: Briefing of the CIDA Team and Mr. Nazeer Ladhani of AKF Canada.

Participants:

-	Mr. Tom Schatzky	CIDA
-	Mr. John Martin	CIDA
-	Mr. Nazeer Ladhani	AKF Canada
-	Mr. Robert Shaw	AKF Geneva
-	Mr. Shoaib Sultan Khan	GM AKRSP
-	Members of the Management Group	

The GM began the proceedings by saying that he was impressed to find the Canadian visitors so well informed about the philosophy and procedures of AKRSP. He would therefore, confine his briefing to the evolution of the programme and the package offered by AKRSP. The GM explained the concept of land development and the implementation of the projects to enable villages to reduce agricultural losses. The visitors were informed that the new Senior Agriculturist will be arriving very soon. In reply to a question, he stated that on the whole, the farmers of this area are highly productive.

He said that to present, a fair picture of the project's progress, he would quote from Dr. Akhter Hameed Khan's assessment of the AKRSP package during his fourth visit to Gilgit. Dr. Khan had stated that half of the AKRSP package is very strong but the other half is, as yet in the developing stage.

Talking about credit and banking, the GM Said that there has been a meteoric rise in short-term loans and now over 50% of all households in Gilgit district are taking advantage of this facility. The policy and procedures for medium and long term loans are still being worked out.

The most exciting part of the package introduced recently is marketing. He believed that the response to marketing would be on the same scale and as enthusiastic as it was for PPIs. Furthermore, with the long awaited arrival of the Programme Business Manager, the marketing can now be pursued with full vigour.

The GM then gave some information on the statistics relating to the project area. At present 254 VOs have been formed in the Gilgit district. This covers 88% of the population of the area and comprises 21,241 households. The main indicator of a VO's viability is its saving. By June this year, the VOs had total savings of about Rs. 3 million and the latest figure would be much higher. In reply to a question from the visitors, the GM stated that the VO's deposits their savings in the bank from where AKRSP gets its figures. The VOs have so far identified 436 projects. The GM stated that since April this year, new project initiation had been completely halted due to lack of funds. Within 20 days of the good news from CIDA, the number of projects initiated jumped from 131 to 151.

The stoppage since April did have positive aspects, since it tested the durability of the VOs. They remained organised and participated in training programmes and marketing etc. In fact between April and September, the VO's savings doubled. A question was asked as to why this had occurred. The GM felt that this was an indication that the other components of the programme are as attractive to the VOs as PPIs.

A question was asked whether AKRSP looked at its package components as separate inputs or as an integrated programme to raise the standard of living. The GM replied that although the implementation of the components may be phased, they are part of a unified package. Mr. Robert Shaw added that in his view the integration comes through the mechanism of the VO and not as a pre-determined package. Through this mechanism of grass-roots VOs, all programmes can be implemented and not only by AKRSP. The GM noted that the villagers' response to the first phase of the programme package has been most encouraging and gratifying.

To illustrate the higher payoff of micro-level projects relative to huge undertakings, the GM mentioned the Khaiber Hydel project being constructed by the Northern Areas Administration, at a cost of Rs. 25 million. This huge project provide electricity, for lighting purposes to only 500 households. Out of the 131 projects in progress in the AKRSP programme (before the new CIDA funding), 82 are irrigation schemes, at an average cost of Rs. 109,000, with a total investment of less than Rs. 9 million. More than 10,000 households will benefit from these projects.

Discussing the training programme, the GM informed the visitors that as yet 94 organisations have had livestock and plant protection specialists trained by AKRSP.

The Programme Senior Engineer, Mr. Hussain Wali Khan presented copies of reports on the PPI projects to the Canadian visitors. 98 projects had been initiated under the Canadian package, out of which 69 have been completed. The overall progress among all these projects is 88%. At present, 84% of the funds have been disbursed. HWK than gave details of 40 projects for funding by CIDA, costing Rs. 5.5 million. Discussing overall progress, he stated that 79 projects have been completed from a total of 151 initiated projects.

In response to a query, the GM said that the same procedures had been used in Chitral, as in Gilgit. However, it was true that the programme in Chitral had not made equal progress. The SOU in Chitral is similar, but the MG can only visit Chitral by helicopter.

RS stated that he also felt that the programme in Chitral was lagging behind. He felt that the principal reason for this was that, the MG was based in Gilgit. To rectify this, management-level staff should be based in Chitral and the 1985 budget will have a provision for this.

The GM mentioned that there were speculations among the elected members of the NAs Council, as to why AKRSP had restricted its operation to the Gilgit area. Some members of the administration felt very strongly that the AKRSP procedures of diagnostic survey and village participation was the only suitable vehicle for village level development. Therefore, AKRSP had initiated a demonstration project, in two union councils of Baltistan on the clear understanding that the district council would coordinate its activities of funds with the project.

The visitors expressed CIDA's concern for women in development and their desire to know more about the AKRSP women's programme. They were informed that at present, there are 45 WOs with nearly 3,000 members, and over Rs. 200,000 as equity capital. The women's Programme SO Mrs. Khalida Nasir, briefly talked about the methodology and activities of the women's programme. It was decided to have a detailed discussion on the subject, at a later time.

Shortly thereafter, the briefing ended and the visitors were taken on a project-area tour by helicopter.

November 6, 1985

NOTE FOR THE RECORD

Subject: Briefing of the CIDA Country Programme Mission

Participants:

- Sonia Plourde (SP) Country Programme Director for Pakistan.
- L. Heuckroth (LH) Counsellor Canadian Embassy
- Carol Kerfoot (CK) Canadian Embassy
- Hasn Sing Tse (HST) Country Programme Analyst for Pakistan
- Nazeer Ladhani (NL) AKF Canada
- Robert Shaw (RS) AKF Geneva
- Shoaib S. Khan (SSK) GM AKRSP
- Hussain Wali Khan (HWK) Prog. Senior Engineer
- Ijaz H. Malik (IHM) Prog. Sr. Social Organiser
- Tariq Husain (TH) Programme Economist
- Mutabiat Shah (MS) Programme Accountant
- S. Shahabuddin (SS) Prog. Internal Auditor
- Asma Khalid (AKd) Sr. Programme Officer
- Alnasir Babul (AB) Livestock Consultant
- Zafar U. Ahmad (ZUA) Monitoring Manager
- Fatima Asad (FAd) SO Women's Coord.
- Nabeel A. Malik (NAM) Project Economist ... Recorder

Valleys in Transition was shown following the round of introductions. SSK, then updated the progress made since the film. He emphasized that the programme is based on the principles articulated before implementation was initiated. The programme has also been subject to rigorous monitoring since its inception which has facilitated course correction over time. He elaborated on the basic principles governing AKRSP's package of activities for the villagers. *He highlighted the fact that AKRSP was opposed to foster a "nation of petitioners". Instead, every effort has been made to make the villagers aware of their responsibilities in their partnership with AKRSP and have then fulfill their obligation also.* The package initially consists of five components which should be evaluated by bearing the three principles in mind. He then updated the components by illustrating the progress with statistics. Throughout his presentation, SSK provided the visitors with examples of specific villages overcoming their initial problems of understanding and then wholeheartedly adopting AKRSP's philosophy. After the presentation, he asked for questions on aspects of the theory on which AKRSP operated as well as on the villagers response to these principles.

Dr. Heuckroth commended AKRSP's giant steps in Gilgit but wanted to know of AKRSP's commitment to Chitral and Baltistan. The GM answered that initially everybody had thought that the helicopter would make Chitral accessible to the MG. It has now been established that this did not happen. Consequently, District Programme Offices are being established in both Chitral and Baltistan which will function as mini-management groups and will be able to make timely decision on the sport. On another query from Heuckroth, SSK answered that of the 350 potential VOs, about 214 have completed the first stage and the remaining are in the process of doing so. And of the 214 there are 50 villages well into the second stage. These villages have started land development and have also adopted the other innovation offered by AKRSP. The 50 villages will serve to demonstrate the benefits and develop the villages around them. HST wanted to know if AKRSP counselled the villagers on identifying and choosing a project. *The GM replied that the villagers are in the best position to set their own priorities. AKRSP, however tells them that the project they choose should have a direct monetary benefit for the village.* This rules out drinking water schemes and other social sector intervention. There has not been a single village where AKRSP identified a project for the people. SP wanted to know if it were not easier for AKRSP to go to villages and have their terms of partnership agreed to readily. SSK replied that during the initial stages, AKRSP was in the "buyers market" but is now in the "sellers' market". All the villages are

very keen for AKRSP to establish a relationship with them even though we have made our terms a lot more stringent than in the past. *AKRSP's PPI have started second generation PPIs financed by the villagers themselves.* SSK promised to have a list ready of such projects shortly. RS added that the people of Astore Valley are also very anxious for AKRSP to go there but he keeps putting it off by telling these people that only after AKRSP has the personnel and the money, will the company think of extending there. SSK informed HST that AKRSP's way of working is entirely in collaboration with the villagers and the responsibility for managing finances is on the village organisation also. HST wanted to know how SSK saw the future developing for the programme. He replied that AKRSP would nurture the VOs and in ten years time, the villagers should be in a position to control their own resources and benefit everybody. And by that time the VOs will be able to take over AKRSP's function. RS further clarified that AKRSP wants to leave behind a set of local institutions which will be purely autonomous and self-sustaining. HST wondered if the AKRSP methodology was replicable in the rest of the country and elsewhere. RS announced that tremendous interest has been generated throughout the country. A recent IFAD grant for Malakand Division says that AKRSP methodology is to be utilised in disbursing the money. This inclusion was not implanted by AKRSP and was purely an independent decision by IFAD. The German Government is anxious to have their personnel working in Baltistan to be trained by AKRSP as well. HST and SP were wondering what made AKRSP work when the fate of cooperatives in the rest of Pakistan has not been very encouraging. SSK wound up the discussion by explaining that most programmes were not based on sound and tried principles of rural development while AKRSP was. The Chief Minister Punjab who was at Gilgit, was wondering why such a programme could not be started in Punjab. After this session, the visitors left for their field trips to AKRSP villages.

May 20-22, 1985

NOTE FOR THE RECORD

Subject: Visit of GTZ Representative to AKRSP.

Dr. Fischer of Pak-German Self-help Project for Rural Development in Baluchistan came to Northern Areas as a consequence of instructions received by him from GTZ Headquarters as a result of their meetings with AKF (Geneva). Since GM was busy with the Chairman and the group of journalists, Dr. Fischer was escorted on field visits by SMS after he had seen the "Valleys in Transition" and had a brief introductory session with SSK.

In his meeting with SSK before his departure on 22.5.1985, Dr. Fischer observed that he was greatly impressed by the leadership of the programme and the motivation and commitment of the MG and the field staff compared to the Baluchistan situation. He lamented the lack of commitment by the provincial government to the self-help project and absence of staff to implement the project interventions. He discussed different aspects of AKRSP including funding and recurrent and capital expenditure. He also expressed great interest in the savings and the credit programme and requested for copies of the bye-laws of the VOs and the cooperatives once these are finalised. He expressed a desire to have a more positive collaboration between AKRSP and self-help project and invited SSK for a visit to Baluchistan on Dr. Fischer's return from leave from Germany.[4]

Dr. Fischer informed that during his leave which begins from May 25, he is likely to visit GTZ headquarters and give a report of what he had seen in the Gilgit district. In his view, there is a keen interest in GTZ to extend their activities to NAs and he hoped that something positive will come out after his report. It was clarified that 15% ESR is negotiable with the donor agency and in case of any problem in this regard, the cost could be met through the AKF financed recurrent budget.

Dr. Fischer gave the impression that he was going away with a very positive and favourable attitude towards AKRSP.

4. AKRSP's message to government is simple to understand, easy to implement but difficult for government to accept-it is message of management change. We need to create a forum to initiate a dialogue for management change in the government. This is the area where RSPN should take the lead. It should step out of traditional RSP work and like Care Foundation take extension services in a district and introduce RSP approach to them.

NOTE FOR THE RECORD

Subject: Collaboration with GTZ Project in Baluchistan.

As a sequel to SSK's meeting with GTZ officials in Frankfurt in January last, an invitation was received from Pakistan German Self-help Project Baluchistan to send the programme Social Organizer AKRSP to participate in a 14-day workshop of the Baluchistan Project officials at Quetta. SSK was also invited to attend the last two days of the workshop in which officials of the Baluchistan government were expected to participate.

May 6, 1986

With luck SSK was able to get the Gilgit-Quetta connecting flight from Islamabad on May 6. SMS had already reached Quetta on April 26 as requested by GTZ officials. The following GTZ officials were present in Quetta:

1.	Dr. Kropp	GTZ HQs Frankfurt
2.	Dr. Fischer	GTZ Project Adviser, Quetta
3.	Dr. Boley	Moderators from Germany specially came to
4.	Dr. Reichard	conduct the workshop.
5.	Dr. (Ms) Brohe	

Since the provincial government had not been notified of SSK's visit and most of the officials such as Secretary, Local Government Mr. Shahid Hussain, Chairman Baluchistan Development Authority Mr. Mohibullah Shah had been transferred from the Provincial Secretariat, it seemed very difficult to organize presentations on AKRSP for policy makers and administrators at such short notice, which was the main objective of SSK's visit to Baluchistan. As for the participants of the workshop (Assistant Directors, Development Officers and Supervisors of Local Government Department), SMS had already fully apprised them of the AKRSP strategy and methodology and substantially influenced their thinking as reflected in the recommendations of the workshop. Dr. Fischer gave the information that most of the high officials would be away from Quetta during the next two days, with little chance of any of the high officials attending the final day of the workshop.

At Dr. Kropp's behest, SSK made an attempt in the afternoon, to meet with the Additional Chief Secretary (Development), Mr. S.R. Poonegar, who readily agreed to an exclusive presentation on AKRSP for the available of provincial government officials in the morning before his departure for Islamabad.

Mr. Poonegar also took SSK to a dinner, later in the evening, hosted by Sardar Usman Jogezai, Deputy Speaker of the Baluchistan Provincial Assembly in honour of the visiting Supreme Court of Pakistan judges. One of the judges turned to be Musarrat's relative whom SSK had not met for the last 15 years. SSK also met Commissioner Quetta, Mr. Salim Murtaza, who was one of his former probationers. A number of political leaders, such as, senators, members of provincial assembly and others also came for the dinner.

May 7, 1986

The presentation at the Planning and Development Department was attended by the following besides Dr. Kropp and Dr. Fischer:

-	S.R. Poonegar	ACS (Development)
-	Abdul Raziq Khan	Secretary, P&D Department
-	G.M. Marri	Chief LG Section, P&D
-	Taj M. Faiz	Chief Industries, P&D
-	M. Azam Kasi	Chief Education, P&D
-	S. Bukhari	Deputy Director, Statistics P&D
-	Shafeeq	Research Officer (Education) P&D

The video film "Valleys in Transition" and the presentation was greatly appreciated by the provincial government officials and both the ACS (Development) and the Secretary expressed a desire to visit Northern Areas to see the programme.

At the workshop which was being attended by about 25 participants including the Provincial Director, Local Government, it was quite apparent that the moderators had a bias towards social sector interventions. However, when the participants were given an opportunity to exercise their option the super goal changed from need for literacy to income generation. The reaction of the Baluchis was the same as of the inhabitants of the Northern Areas.

In the evening session which had been planned as a presentation on AKRSP to the participants of the workshop, due to a happy coincidence the Governor of Baluchistan, General (Retd) M. Musa also graced the occasion along with the Commissioner Quetta and saw the Valleys in Transition besides a brief presentation by SSK and the Project Director and Adviser, Pak-German Project. The Governor seemed visibly impressed and said so and expressed happiness at having been able to come to the function. SSK thanked the Governor for having accepted the engagement at such short notice.

Dr. Kropp, was extremely pleased by the two presentations and felt it would facilitate implementation of GTZ Pak-German Self-help project. *He also requested SSK to make a presentation to GTZ officials at Frankfurt during his next visit to Europe and sought permission to show Valleys in Transition in China, where he was proceeding from Quetta to attend a seminar. SSK made a copy of the video available.*[5]

SSK took dinner with the Commissioner at the latter's residence where he also met the Deputy Speaker of the Senate, Malik Nasim from Kasur, who expressed an interest in AKRSP and explored the possibility of bringing a group of senators to Northern Areas to visit AKRSP projects.

The Shees Hotel (where deluxe suite is like a non-ventilated oven) was not even a patch on the room in the MPA's hostel. At Rs.300 per night, it seemed a bargain. The service of course, left much to be desired.

May 8, 1986

The Secretary P&D showed up for a little while at the concluding session of the workshop. At Dr. Kropp's request SSK spoke briefly on the concept of self help and exhorted the participants to understand the fundamental principles of rural development distilled over an world experience of 150 years and not be carried away by rhetoric and outmoded concept and ideas which have failed to help the rural poor.

Dr. Kropp bid warm goodbye and seemed genuinely pleased at the visit and the response AKRSP presentations received from the provincial government.

The Gilgitis seem to carry their luck everywhere and the flights to Karachi was delayed four hours due to bad weather. Unlike Gilgit it is quite warm in Quetta and the four hours at the airport were not too much comfortable. However, compared to Karachi heat and humidity, Quetta appeared a heaven.

5. Very interesting. Did you ever receive any feedback from Chinese? It might be of strategic interest to them even now as they are assuming the role of a very big player as a development assistance agency at a global scale. They might want to take RSP approach to Africa.

NOTE FOR THE RECORD

May 27, 1986

Dr. Roger King of IFAD rang up from Islamabad to say that he would be leaving for Peshawar the following day and if there was any possibility of his meeting SSK at Islamabad. Fortunately a flight was operating from Gilgit via Skardu to Islamabad.

Met Dr. King at Holiday Inn in the evening who informed that he was unable to visit Gilgit due to his commitments in Peshawar and Chitral and the scheduled arrival of the IFAD Appraisal Mission in Pakistan with the following programme:

June 14-17, 1986	Islamabad
June 18-20, 1986	Peshawar
June 21-July 1, 1986	Chitral
July 2-7, 1986	Peshawar
July 8, 1986	Islamabad

Dr. King was keen on a meaningful linkage of the IFAD interventions with AKRSP in Chitral and especially use of village organizations. *However, he expressed some concern at the attitude of the provincial line departments, who felt that the AKRSP approach is only local to Chitral and would not, for example, be applicable to Dir district and its acceptance would entail setting up an administrative structure different from the one currently in place in the province.* Besides the Agriculture Department seems to be sold on the Training & Visit (T&V System) for agriculture extension.[6]

SSK informed Dr. King that the policy makers and administrators in the provincial government are not averse to AKRSP approach. In fact both the Chief Secretary and the Additional Chief Secretary (Development) are quite supportive of AKRSP and it was not impossible to persuade the line departments in the provincial government to come to a mutually acceptable arrangement. Dr. King encouraged SSK to use his good offices with the provincial government in this behalf.

In a telephone talk with Mr.Ejaz Qureshi, Secretary Planning and Development Department, Government of NWFP, SSK arranged for a presentation on AKRSP for the provincial government officials immediately after EID (June 16) at Peshawar. Mr. Naeem Khan, Director General of the Special Programmes of the Government of NWFP, in-charge of the IFAD assisted Chitral Project would also participate in the presentation.

Feroz Shah and Sartaj Khan informed on phone about the assistance they have already given to the IFAD economic survey personnel in Chitral. SSK asked them to render all possible assistance to Dr. King also and especially bring to his notice areas of cooperation and collaboration between Chitral administration and AKRSP.

May 28, 1986

Paid a visit to the office of the Deputy Chairman, Planning Commission and in his absence discussed Mr. V.A. Jaffrey's programme of visit to the Northern Areas with Mr. Usman Shah Afridi, Additional Secretary, Planning Division.

Called on Mr. Nisar Ali Shah, Additional Secretary,Economic Affairs Division and Mr. Aftab Ahmad Khan, Joint Secretary. The new Secretary EAD Mr. Akhter was away from his office. Mr. Aftab Ahmad Khan who deals with GTZ assistance assured of all his help if an indication was given by Germans of their willingness to provide NGO support to AKRSP. He was of the view that there were difficulties of disbursement of the current NGO allocations and EAD would welcome a proposal to ease the situation. He also mentioned that only three weeks back EAD had signed a protocol with the West German government and there was no mention of their support to AkRSP.

Met the Managing Director, Federal Cooperative Bank, Mr. M.I.K. Khalil and discussed with him the steps to be taken towards formation of an inter funding unit for the NAs and Chitral district in the light of the paper prepared by Mr. Riazuddin on the subject. With Mr. Khalil's agreement and on his instruction, Mr. Rafique Ahmad, Assistant Director of the Bank arranged to have a detailed meeting with SSK the following day to discuss the bye-laws in detail.

6. The key difference between the traditional mindset and SSK's mindset is that they always look at every opportunity with No and he looks at every opportunity as Yes. That sums up the difference between the bureaucratic and entrepreneurial thinking and enigma of Pakistan in making a transition.

May 29, 1986

In the meeting with Mr. Rafique, the draft bye-laws for the village societies and inter funding unit was discussed and necessary amendments and additions to the bye-laws to meet legal requirements were agreed to. Mr. Rafique promised to incorporate the changes in the draft bye-laws and make these available in the next 10-15 days. Thereafter he agreed to pay a visit to Gilgit to assist the Registrar Cooperative Societies (Deputy Commissioner Gilgit) in registering the primary societies and the inter funding unit. He asked for a written request to the Managing Director for his services at Gilgit.

In SSK's subsequent meeting with the Managing Director, Mr. Khalil agreed to make Mr. Rafique's services available but expressed some doubts about the Registrar Northern Areas jurisdiction to register an inter funding unit. He thought the best person to do so would be the Federal Registrar. However he felt the matter could be dealt with at the appropriate time. He also observed that though a number of inter funding units have been registered but none of these have, as yet, received any funds from the bank. He was not sure if those units qualified for funds. In his view the most favourable aspect of the Northern Areas societies, entitling them to Federal Bank funding, would be their savings performance.

Friday, May 30, 1986

Left Islamabad and arrived by PIA at Karachi to attend the meeting of the AKF(P) National Committee for the agenda item 'Launch Plans for AKRSP Sind".

February 8-9, 1987

NOTE FOR THE RECORD

Subject: Bilateral Assistance - meeting at Islamabad

Discussions held with:

- Mr. Z.A. Temuri, Secretary in-charge, KANA Division
- Mr. Zafar Iqbal, Secretary, Production Division
- Mr. Asif Rahim, Secretary, Tourism Division
- Mr. Hasan Zaheer, Secretary, Establishment Division
- Mr. Ijlal Haider Zaidi, Secretary, Defence Division
- Mr. Aftab A. Khan, Joint Secretary, Economic Affairs Division.
- Mr. Muzaffar Mahmood Qurashi, Chief Executive, Regional Development Finance Corporation.
- Dr. Malone, Development Counsellor, Italian Embassy
- Mr. Weert Moster, Development Counsellor, Dutch Embassy
- Mr. Lees D.M. Balk, First Secretary (RD), Dutch Embassy
- Ms Fatima Malik, Dutch Embassy
- Mr. Tariq Durrani, USAID.

The project proposal for extension of Dutch assistance to AKRSP has been included for discussion on the agenda of the Dutch-Pakistan Bilateral talks scheduled in the last week of February at the Hague. Mr. Temuri promised to recommend the proposal to EAD, as soon as his ministry receives the proposal recast in PC-1 form. EAD on the advance copy of the proposal received by them, have already asked for the comments of Northern Affairs Division. Although Mr. Aftab assured that there should be no great difficulty in getting the proposal approved. Mr. Mostert informed that from all indications, the Secretary EAD, Mr. M.G.M. Akhter wanted the allocation to AKRSP as an additionality to bilateral funds. As the worst scenario Mr. Mostert held out the promise of getting funds from other sources, than bilateral funds which for the next year amount to 59 million Dutch Gilders, of which AKRSP proposal amounts to only 4 million Gilders, the total being 12 million Gilders for 1987-89. Mr. Akhter was busy with the US delegation led by their Economic Affairs Assistant Secretary of State, however Mr. Zafar Iqbal, who knows Mr. Akhter well, promised to speak to him on behalf of AKRSP. Mr. Zafar Iqbal as Chairman, NDFC visited Gilgit and has first hand knowledge of the programme.

The Dutch team have plans to visit Baltistan and Gilgit from March 27 to 31, 1987. Mr. Balk also plans to bring a group of Sri Lankan government officials in April working in Nureliya Project with which Mr. Balk was associated before coming to Pakistan. He expects to sponsor a group of AKRSP staff to Sri Lanka later in the year.

Dr. Malone of the Italian Embassy informed about inclusion of assistance to AKRSP as an item on the agenda drawn up for bilateral talks with Pakistan on February 19, 1987. He was keen to focus Italian assistance in Baltistan and on the production sector - namely technical assistance in the field of horticulture. He saw no problem in accommodating Government of Pakistan's request to have the assistance as an additionality. He would get back to AKRSP in case Government of Pakistan agreed to the proposal in principle.

The USAID Representative informed SSK of the paper sent to Government of Pakistan by Rocky Staples, Director USAID wherein allocation of US$ 400 million has been suggested for NWFP, out of the proposed two billion dollars aid package to Pakistan, to be expended as follows:

- Lowari tunnel	$ 120 million
- Gomal Zam	$ 100 million
- Other projects	$ 140 million
- Rural Development AKRSP type	$ 40 million

In this context, Tariq Durrani was asked to prepare a paper on AKRSP and he had given from Peshawar especially to meet SSK in this regard.

May 2, 1987

NOTE FOR THE RECORD

Subject: Collaboration between IFAD-ADB assisted Chitral Area Development Project (CADP) and AKRSP.

Venue: Office of the Planning and Development Department, NWFP, Peshawar.

Participants:

- Mr. Ijaz Qureshi, Additional Chief Secretary, P&D
- Mr. Usman Ghani, Secretary P&D
- Mr. Javid Majid, Chief of Section P&D
- ADB-IFAD Appraisal Mission (5 members)
- Mr. Robert d'Arcy Shaw, AKF Geneva.
- Mr. Shoaib Sultan Khan, GM AKRSP

The wrap-up session had been convened at the request of the Mission and SSK was participating on the special request of the NWFP P&D Department. Since RS was in Gilgit when the request for participation was received, he kindly agreed to SSK's request to accompany him by road to Peshawar as the flights did not operate and attend the session.

RS had met the IFAD representatives at Rome in this connection.

The working paper prepared for the meeting is attached.

The ACS outlining the formal linkages between CADP and AKRSP stated that the latter would be represented by the GM AKRSP or his representative in the Project Review Committee headed by the ACS and in the Project Coordination Committee by the DPO AKRSP Chitral headed by the DC Chitral ex-officio Project Director CADP.

The Mission leader sought AKRSP involvement in training of CADP staff engaged in organizing villages and undertaking village level activities. He also wanted an assurance that there would be no conflict between AKRSP and CADP and requested for AKRSP assistance and active support to CADP organized VOs in making available components of the AKRSP package other than PPI, such as credit for fertilizer supply, land development and agricultural machinery etc.

SSK fully endorsed the P&D and the Mission's objectives in achieving uniformity in setting up village level institutions and of avoiding duplication. It was in AKRSP's interest that two rival VOs should not be set up in Chitral villages. SSK offered all assistance in training CADP SOU and other staff. To avoid conflict, SSK suggested a thorough orientation of the CADP Project Director/Manager in the AKRSP methodology and strategy. He saw no difficulty in creating access to CADP village organisations to the AKRSP package provided the villagers abided by the AKRSP terms of partnership. SSK also advocated the same terms and conditions of service of CADP staff, especially those to be trained by AKRSP and expected to work like AKRSP.

Robert Shaw observed that so far as AKRSP Board was concerned the formal linkages, spelled out by ACS were sufficient in terms of a meaningful collaboration and coordination between AKRSP and CADP. He also expressed satisfaction at the policy decision to have uniformity in VOs in Chitral and not to divide areas of activity of AKRSP and CADP on geographical basis.

The Mission Leader desired for a written memorandum of understanding regarding AKRSP and CADP association and it was agreed that the minutes of the meeting, to be drawn up by P&D, should serve the purpose. P&D would try to make these available to SSK, in time for AKRSP BOD meeting scheduled for May 18.

A long drawn out discussion took place between P&D and the Mission on the desirability of having the DC Chitral as the Project Director CADP and on the appropriateness of P&D nominee with direct line of communication, as the Project Director. The Mission supported the latter alternative while P&D's experience of the past favoured the first one with the full time Project Manager acting as Additional Project Director.

The meeting ended on a note of complete understanding about the relationship to be forged between AKRSP and CADP.

In a separate meeting with the Chief Secretary, SSK discussed the USAID offer to fund AKRSP type rural development in NWFP. The Chief Secretary reiterated his suggestion that the funds should be channeled through AKRSP conduit for setting up of an NWFP Rural Support Programme. He was willing to make the services of Provincial Government staff available by giving them extra-ordinary leave and in case of federal government employees, he would seek Establishment Secretary's assistance. He agreed to meet the USAID Director on his return from USA in June.

RS agreed to look into the feasibility of such a proposal, when SSK informed him of the discussion he had with the Chief Secretary.

WORKING PAPER
CHITRAL AREA DEVELOPMENT PROJECT
POINTS FOR DISCUSSION

1. PMU CADP - AKRSP Level of Association in Village Level Development (VLD).

(a) IFAD/ADB

The Aga Khan Rural Support Programme (AKRSP) will associate with PMU in the implementation of the VLD component and will undertake the management of the day-to-day activities of relevant Project staff involved with (i) the formation and functining of VO; (ii) the construction of PPI; and (iii) the formation, functioning and training of WOs.

(b) P & D Department

Supports close association, cooperation and interfacing with AKRSP to the extent that no physical linkage is visible. CADP should use AKRSP training facilities in Gilgit for Village Organisers, data base of VOs and recruit some trained AKRSP staff.

2. Project Director

(a) IFAD/ADB

The P&D Department will establish a project Management Unit (PMU) at Chitral which will function as the Project Officer. The PMU will be headed by a Project Director, who shall be an official of the P&D Departrment (minimum level of BPS-10) and have extensive experience in administering and supervising rural development projects.

(b) P&D Department

Basing on the expereince agained in Gadoon Amazai, Buner and Dir projects, it is felt that the office of the DC is the best suited to managing and coordinating multi-sectoral line agency executed projects of this magnitude. It is recommended that the DC act as the Project Director and the PMU is headed by an Additional project Director (APD). Day to day working is looked after by the APD while major issues are decided by the DC.

3. Salaries/Allowances

(a) IFAD/ADB

In order to ensure that the PMU will be staffed by qualified and experienced personnel, the Mission agrees that senior staff of the PMU will be remunerated/contracted at a special salary sacle allowance commensurate with their experience and responsibilities under the Project. Senior supervisor and field staff of line agencies working with the project, be paid a special project allowance at the rate of 30% of basic pay scale in addition to their normal basic pay and allowances. Village Organisers will have the same renumeration and other employment conditions as those of AKRSP staff.

(b) P&D Department

The department supports in principle the fact that only attrractive renumeration shall draw qualified and dedicated staff to Chitral. Government rules do not allow more than 10% hard area allowance, which is felt insufficient to draw the kind of staff desired. It is suggested that the PMU hire staff on contract system from the open market, which may include qualified government servants on leave from their departments and are paid at rates commensurate with the trend in the market. The line agency staff working with the project, be allowed project allowance from the project.

COST ESTIMATE

($ 000)

ITEM		FEX	LCC	TOTAL
A:	VILLAGE LEVEL DEVELOPMENT	531	4,763	5,294
	- VO/WO Establishment	52	618	670
	- Physical infrastructure	465	4,027	4,492
	- Training	14	118	132
B:	AGRICULTURAL SUPPORT SERVICES	439	3,239	3,678
	- Research	184	1,216	1,400
	- Extension	110	878	988
	- Seed Multiplication	5	79	84
	- Forestry Nursery	13	67	80
	- Livestock development	77	559	636
	- Inputs supply/delivery	44	279	323
	- Fruit tree nursery	6	161	167
C:	CHITRAL-BUNI ROAD	4,662	5,659	10,321
D:	REURAL WATER SUPPLY	238	4,028	4,266
	- Chitral WS improvement	182	2,010	2,192
	- Village WS schemes	56	2,018	2,074
E:	PROJECT MANAGEMENT UNIT	175	775	950
	- Base cost	6,045	18,464[1]	24,509
F:	PHYSICAL CONTINGENCIES	645	1,722	2,367
	Sub-total:	7,560	28,206	35,766
H:	SERVICE CHARGE ON ADB loan during implementation	700	-	700
	TOTAL:	**8,260**	**28,206**	**36,466**

[1] Inclusive of tasks and duties valued at $740,000

August 21, 1987

NOTE FOR THE RECORD

Subject: Meeting with Mr. Hank B.J. Friso, First Secretary, Canadian Embassy, Islamabad.

After the briefing of Dutch team and Mr. Hank Friso, First Secretary Development, Canadian Embassy, Islamabad by the GM. GM directed ZA to have a detailed discussion with Mr. Friso in the evening on the human resource development centre after he returns from a field trip to Hanuchal and Shahtote.

ZA met Mr. Friso in Chinar Inn at 1800 hours when he had just arrived back from Hanuchal. ZA had discussion for about an hour. Mr. Friso informed that Canadian authorities are particularly interested to increase their involvement in Pakistan in agro-forestry, aquaculture (fisheries) and human resource development specifically in agriculture sector. ZA briefed him in detail regarding the present training programmes of AKRSP and terms of partnership with VOs in this regard. ZA also explained that in the past AKRSP could manage these training programmes from its own budget and need was not felt to ask for separate funding. However, AKRSP is receiving many requests from government departments and NGOs in Pakistan to train their master trainers at Gilgit and expanded and cater for at least mountain environment globally. Mr. Friso responded very favourably and pointed out that this centre should have all the facilities not only for technical sectors but also for social sector training programmes.

It was agreed that AKRSP would develop a proposal in 3-4 months time and submit it to the Canadian Embassy with reference to ZA and Mr. Hank Friso's meeting. This proposal will then be submitted either to CIDA or other donor agency by the embassy. He was very confident for finding funds for such a centre. His remarks were that he finds no reason why some donor agency should not agree to fund such a proposal. The proposal should include:

- Cost of building
- Equipment
- Vehicles
- Pakistani staff salaries
- Expatriate consultants
- Training of centre staff abroad
- Other facilities to be attached to the centre.

In the end ZA thanked Mr. Hank Friso for providing this opportunity for detailed discussion on the subject. Before parting ZA requested the guest to record his impressions about AKRSP in the visitor's book. He noted his impressions in the following words:

> "Very impressed with the basic approach of complete full involvement of the village organization in the process from the beginning. One of the three most successful projects, I have seen since 1966! Congratulations to management, staff and the people in the villages and good luck in the future".

NOTE FOR THE RECORD

Subject: SAARC Seminar on Employment Generating
Rural Development Programme ... 15.12.1988

At the invitation of the Ministry of Local Government and Rural Development, SSK made a presentation on AKRSP with the aid of video First Harvest and overhead transparencies. The Secretary, Ministry of Local Government and Rural Development chaired the session.

A lively over an hour question and answer session followed the presentation. Questions were raised pertaining to issues of replicability, leadership and charisma, resource mobilisation, village size, social homogeneity, religious leadership and its influence and politicization of the programme.

The delegate from India countered the sectarian factor by quoting example of AKRSP India, where the beneficiaries were mostly not only non-Ismailis but non-muslims. The delegate from Bangladesh supported the replicability of AKRSP conceptual package by referring to Comilla experience and said that the only national programme, still surviving in Bangladesh, was initiated in the 60s by the Comilla Project. The delegate from Nepal wanted to know the impact of the programme on traditional institutions and the indigenous way of life.

The Secretary Federal Government in his summing up, referred to the three important essentials of rural development coming out of the AKRSP experience, namely organization of rural people for involvement in the development process, pooling of resources and mobilisation of savings. *He agreed that the local government structure was not geared to achieving economic development at micro level, which cannot be achieved without a broad based grassroots institutional framework.*[7]

A number of delegates requested for material on AKRSP.

7. It is worth emphasizing again that there can be no service delivery without appropriate infrastructure which in the context of rural development means administrative, social and political infrastructure oriented to serve the people.

NOTE FOR THE RECORD

Subject: Contact with donor agencies ... July 14, 1988

As desired by Hans Teunissen of the Dutch Embassy, SSK had a meeting with him and Ms Fredinque M. de Man, Second Secretary (Development), both of whom are now looking after the AID desk in the Embassy, with the departure of Mr. Monstert and expiry of contract of Ms Fatima Malik. The progress of the programme was discussed in general terms and the situation arising out of the recent happenings, in the light of the note of visit of MG to affected villages, was reviewed. Mr. Teunissen appreciated the transmission of the note. Ms de Man explored possibilities of collaboration between Dutch assisted Social Forestry Project in Malakand and AKRSP, and suggested a visit of the project staff to Gilgit in September. Mr. Teenissen requested that future bi-annual requisitions for funds should also have a column indicating receipt of funds to date. Finance Section/DPO Baltistan should make a note of this requirement.

Baron von Geen, the Dutch Ambassador, who is due to return to his country after completing his tenure in Pakistan, met SSK briefly to bid goodbye. SSK promised to send him an AKRSP commemorative plaque, at which he requested for a copy of the video on AKRSP. NAM should please send a plaque and a copy of the Changing Valleys to Mr. Teunissen, for onward transmission to the Ambassador. Baron van Geen was greatly instrumental in getting Dutch grant for AKRSP.

The British Ambassador, Mr. Nicholas Barrington, confirmed his programme to Chitral in September, arriving there by road on 3rd evening, with visits to Gram Chashma and Kalash valleys on 4th and 5th, returning on 6th morning by air or road, as the case may be. FS to draw up a programme accordingly, including calls on the local administrative and accommodation at the Governor's Cottage. Mr. Barrington also greatly appreciated the Note on MG's visit to affected villages and said it almost brought tears to the eyes.

Mr. Halbach of the Konrad Adenauer Foundation give the good news of the sanction of training grant to AKRSP, as follows:

1988	DM 126,000	Rs. 1,260,000
1989	DM 229,000	Rs. 2,290,000
1990	DM 235,000	Rs. 2,350,000

Total: DM 590,000 Rs. 5,900,000

The annual grants are sub-divided amongst following items:

- Training courses/seminars
- Training centre personnel (7 posts)
- Vehicles (including AV) 3
- POL
- Office material
- Demonstration and teaching material

Grants will have to be utilised within the calendar year. Any savings would lapse. Accounts will have to be rendered quarterly, after release of two quarters grant in advance. Photocopies of vouchers will have to be submitted, including list of trainees in receipt of training grants. AKRSP QPRs could be acceptable.

A copy of agreement will be sent to Karachi by Bonn for signatures. While signing the agreement, one account member will have to be designated for receipt of funds. While signing the agreement, it should also be clearly specified that accounts will be rendered quarterly and not monthly and that AKRSP QPRs should be acceptable to the Foundation in satisfaction of their reporting requirements.

P.S.Some of the forms given by Mr. Halbach for accounting purposes, have been sent to Finance Section/ZA.

NOTE FOR THE RECORD

Subject: Visit of ODA Team to Chitral ... May 3-5, 1988

The Team comprised:

- Sean Conlin, Leader, Social Development Administration
- Alan Stubbs, Senior Agricultural Adviser
- Chris Hunt, Engineer
- Amanda Rowlett, Economist
- Robert Leverington, UK Embassy Pakistan

Due to frantic messages from the embassy to FS that PIA was declining to give seats on the Chitral flights, special arrangements had to be made by FS to secure confirmed seats. Standby arrangements were also made to fly the team by Peshawar Flying Club Cessena (4 seater) at Rs.12,500 (reduced to Rs.10,000 due to SSK's being ex-Vice President of the Club) both ways with Rs.1,000 per day waiting charges. The club is securing a six seater plane next month.

Owing to torrential rains a day before, the arrival of the team and consequent blockages of Gram Chashma valley, the programme of field visits had to be modified and replaced with visits to Drosh and Buni areas. Detailed NFRs of the visits will be issued by FS.SSK/HWK/ZA and NAM reinforced the district team for the visit.

The programme comprised a briefing by FS, on arrival, followed with a visit to Drosh area VOs - mainly looking at PPIs - lunch hosted by MNA and Chairman, District Council Shahzada Mohiuddin and tea at Ayun at Masudul Mulk's house. Next day was spent in driving upto Torkhow valley in the Buni valley comprising visits and meetings with eight VOs at three places. The DPO hosted a dinner at the Scouts Mess in honour of the team in which all the district heads participate despite the month of Ramzan and the obligation of Tarawih. On the final day the team paid a courtesy call on the DC and held a wrap-up session before embarking the second flight scheduled for 1200 hours, was canceled due to lack of passengers on both ends of the flights - somewhat surprising after all the hullabaloo PIA made previously, but the uncertainty is typical of this region.

After the briefing the Team Leader sought clarification pertaining to targets and achievements, which he found satisfactory. In terms of action taken on the recommendations of the World Bank Evaluation, the Team members took up each set of recommendations with the section concerned. On marketing and water management, they concurred with the steps outlined and Chris Hunt expressed the view that the IIMI initiative would not be of much practical use to the VOs. ZA had detailed discussions with Stobbs and the team leader took note of SSK's observation that the absence of livestock/forestry/hort-culture experts in the evaluation team did not do justice to these subjects and field crops got undue importance in the report, because the advantage of terrain lies in the aforementioned fields. Conlin intended to include such expertise in future ODA missions. On apex organization, SSK posted Conlin on the latest situation and the likely consultancy of Dick Patten.

In the wrap-up session, the team leader raised issues pertaining to utilisation of training (21 man months) and technical (18 man months) assistance, disbursal of grant money by ODA and monitoring progress of VOs since the commencement of the grant i.e. July 1987. On technical assistance and consultancies, the following areas of interest were identified:

- high pasture development package;
- women's programme consultancy; and
- consultancy for imparting techniques for rough and ready impact studies.

Conlin suggested a workshop for Social Organisers and Engineers by way of staff training in addition to participation of staff in short courses in UK.

As the disbursal of the grant money by ODA, SSK requested that a quarter's advance instalment should always be in hand with the DPO to avoid cash flow difficulties. The present situation was that the grant of the first three quarters was received in the last month of the 3rd quarter. A request has now been submitted for the next two quarters which may urgently be remitted so as to ensure smooth cash flow for the future. Conlin agreed to take up the matter with the relevant authorities.

On the issue of monitoring, Conlin requested for progress of VOs between July and December 1987 and thereafter annually in terms of progress in relation to objectives. A apprehension that the PPIs for 1988 were not on target was dispelled by explaining that the progress in the first quarter due to severe winter, is not as fast as in the subsequent quarters and it is for this reason

that the PPI targets for the four quarters are 14+20+20+18=72 for the 1988 of which 16 PPIs have already been initiated from January 1, 1988. The formation of VOs and WOs was found to be on target.

Conlin expressed ODA interest in funding projects not strictly within the scope of AKRSP but conducive to implementation of the programme. SSK agreed that such requests, if any from VOs, would be forwarded to ODA for consideration.

NOTE FOR THE RECORD

Date: April 12, 1988

Participants:

USAID:	-	Ms Karen Poe, Deputy Director, Voluntary Foreign Aid
	-	Mr. Jonathan Addelton, Programme Officer, Islamabad.
FPAP:	-	Mr. Hummeler
	-	Mr. Mohammad Ashraf Chatta, Zonal Director, Islamabad Zone.
AKF (G):	-	Mr. Robert Shaw
		Mr. John Gillepsie
AKHS:	-	Dr. Inam Kazmi, Deputy General Manager
AKRSP:	-	Mr. Shoaib Sultan Khan, General Manager
	-	Mr. Hussain Wali Khan, DGM/DPO
	-	Dr. Zahur Alam, Prog. Senior Agriculturist
	-	Dr. Riaz Ahmad Khan, PS Livestock Specialist
	-	Mr. Nizar Mecklai, Finance Manager
	-	Mr. Nabeel A. Malik, Business Manager/ Programme Officer ... Recorder

Proceedings:

The group was shown "The Changing Valleys" and then the GM updated the activities of the programme. A discussion followed the briefing. The guests then introduced themselves. During the introduction, Ms Karen Poe said that from USAID's perspective of AKRSP was one of the most successful programmes that had ever been recorded and was on the cutting-edge of what she considered to be the foundations of development - the creation of local organisations and empowering local people to make their own decisions. She said that she herself had believed in this for the last 13 years and so she wanted to try and understand as much as possible about the principles and methodologies on which the programme was built. *She added, that USAID had a major new thrust in the policies of the agency which was to give equal weight to institutional development as to technical packages. It was quite revolutionary for USAID to admit that the institutional package was as important as the technical package. Ms Poe said that now when she had to speak on the subject, she would use the AKRSP and the AKHS programme as examples. She said that she thought that she would be a great promoter of the programme.*[8] Then Mr. Hummeler and Mr. Chatta introduced themselves and the work of their organisations respectively. Mr. Chatta commented that AKRSP was increasing productivity and the AKHS was improving health and in all this while population was increasing. He then wondered if all the AKRSP's efforts would be negated by the increase in population. *SSK answered that AKRSP was basically an institution building programme.*[9] it wa not a service delivery programme. The hope was that the service delivery organizations would be able to be more effective in their delivery by working through the institutions fostered by AKRSP. SSK added that we could not become a super department that would start providing a wide range of services. The activities that AKRSP had undertaken, were with the specific objective of strengthening the institutions that we created at the village level.

Ms Poe said that she wanted to underscore what was said by the GM. For the last 3 years, AID had been trying to get the developed country NGOs to build local grass root institutions and to get out of the local organisations. So their philosophy was similar to AKRSP's. In the US, there were only about six private voluntary organisations that were sophisticated enough to understand this message. The rest simply continued with their involvement in direct service delivery. *She said that she felt that one of the reasons for the state of affairs was the fund raising strategies within the US. It was easier to sell the building of an*

8. I wonder why this did not get much traction in USAID funding for development in Pakistan and across the globe, why it did not come under discussion in the aid effectiveness debate? What is missing here? Someone must study the issue in depth.
9. Very important insight in understanding the difference between effective or ineffective development assistance. Institution development teaches how to fish and service delivery provides the fish.

irrigation channel or a rural health clinic but it was very difficult to sell the concept of organisational development.[10] In fact one of the areas in which AID wanted to push research into, was how does one sell the concept of organisational development to the private donors; because the US government did not wish to become the principlal donor of all the programmes as it simply did not have the resources to do so. The private sector was expected to provide the lion's share to such programmes. Organisational development was a fairly abstract concept which did not translate directly such as a farmer ploughed a field or a child that received immunisation. SSK commented that RS was quite experienced in selling this concept because we constantly hammered him to raise more money for AKRSP. *RS added that there were two problems in making developed country NGOs stay out of direct service delivery. The first that one had to work oneself out of a job in the process of institutional development. Ms Poe replied that their research had shown that the concept of working oneself out of a job ought to be re-examined because over time the local organisations became increasingly sophisticated and started providing different and sophisticated skills.*[11] So the organisation moved up to providing more specialised services to the local population and went on to a higher level of sophistication. She said that institutional development was a continuous process to which RS agreed.SSK said that this was exactly what had to be understood. The need for most of the functions being provided currently, would never disappear but would have to be taken over by another institution or organisation. AKRSP, for instance, hoped that because of the Rs.34 million in savings of the VOs, we would be able to set up a credit and banking institution that would be managed and financed by the VOs. It was these kinds of institutions that would really be permanent. Ms Poe added that philosophically we were all very much in agreement.

Mr. Addleton said that he had heard a lot about AKRSP and was interested to know of any problems that proved more difficult than imagined a few years ago. SSK answered that the most difficult task was how to put across the vision of a self-sustaining institution to the villagers. Unless they understood the vision, they would simply not organise. Many a time they would take on just one of the components, for instance the PPI, whose completion they considered to be the end. AKRSP would then come across at a stone wall and the villagers would have to be persuaded that this was just the beginning and there so much more that had to be achieved. The only encouraging thing was that if we went to 20 villages we would immediately come across a few who would understand and who then provided the leadership. We could then refer to these VOs instead of Germany or Japan to spur others onwards. The development of package in the fields of agriculture, livestock and marketing were the most difficult. (A working lunch was served to the group while the discussion was going on.)[12]

Ms Poe's next question was that with production increasing, the provision of credit and improved marketing skills did AKRSP find the people moving out of the agriculture sector into other types of activities such as marketing or small industry related? Were new jobs coming into the area that were not agricultural? NAM replied that all the specialists being trained along with the managers and caretakers, were new positions in the village economy that were being financed by the VOs. The GM added that the tourist trade sometimes created problems for AKRSP because some VOs would think that they could again more by participating in the service sector rather than agriculture. This, he said, was a short sighted approach because if they could develop and increase productivity of their land, then they could get much higher income for a much longer period. In such VOs we tried to offer a solution. We could not stop people from earning as trekking guides etc., but we asked them not to forget their agriculture. These people should give the responsibility of developing land to the village organisation and they should pay for this service.

Jon Addleton then asked if AKRSP were replicable? RS replied that the only way to see was to test it. The NWFP government was setting up the Sarhad Rural Support Corporation which would begin work in yet to be defined areas of the Frontier on the assumption that USAID and at least one other major donor could be persuaded to participate in this effort. RS added that clearly the procedures used by AKRSP if not the principles, would have to be adapted and amended for the initiative in the Frontier. He saw it as an experiment that had to be tried for several years. It was not something that could be decided after twelve months. One would have to stick with it for at least 3-5 years to determine whether or not the directions were right and results would be somewhat beyond that period. This process did take a long time and RS said that he looked forward to finding out if indeed our experiment in the north had succeeded or not.

John Addleton then inquired if the management intensity were replicable? To which RS replied that some of it were related to the development. In other more settled parts of Pakistan, there was greater availability of other institutions that could in some sense supplement the activities of social organisation. One of the difficulties of being in a remote area, such as Gilgit was that those other options were not readily available. Probably, one would find that the management intensity would be reduced from what was present in AKRSP. In fact it had reduced in AKRSP itself because a group of the present size used to be responsible for only a third of the present area. RS said that he personally felt that AKRSP now ought not to concentrate on further geographical expansion but on depeening its own programme. So he had been trying to curb the tendency to expand. A programme such as AKRSP was certainly not cheap but on the other hand was not outrageously expensive either. A look at the World Bank review

10. Spot on.
11. SSK can u recall what was the second problem that RS mentioned.
12. An area in need of further research. Perhaps Karakoram University (KKU) should look into these issues.

of their normal rural development schemes started over the past 20 years from 1965 onwards, showed costs of US $770 per capita per annum. These were very high investments and this organisation was a lot cheaper than those. Nearly half of those projects were actually credit projects and credit projects were pretty cheap so the average costs were really quite high. *Rural development was not cheap and if one wanted to investment in it, then one ought to be able to attract, train and hold people of real competence. One had to pay higher salaries, provide vehicles to get around, pay for petrol and all this cost quite a bit but the alternative was that it did not happen.*

John Gillespie said that quite a lot depended on the attitude of the government and asked SSK for advice for NGOs starting out. SSK said that one had to talk to the government people and bring them and show them what one was doing and that was the only way for them to be convinced. SSK gave the example of Dr. Mahbubul Haq who had not been to the programme for the first four years and then one day he came and visited the programme. Since then he has been talking about development funds be channeled through AKRSP. Dr. Kazmi noted that it was around the time when Dr. Haq relieved him to join the AKHS. SSK continued that unless the government functionaries came and saw, they never realised what was going on. RS said that his impression was that there were a lot of good civil servants in Pakistan who responded to good ideas readily and were genuinely interested.

After a most interesting discussion, the group left for its field trip planned for the day.

NOTE FOR THE RECORD

Subject: General Manager's Visit to Islamabad

Date: September 28 - October 3, 1988

SSK made contact and had meetings and discussions with the following during his stay at Islamabad:

- Ms Fredinque de Man, 2nd Secretary (Development), Dutch Embassy.
- Ms Nicole Chartrand-Trersch, First Secretary (Development), Canadian Embassy.
- Dr. Tariq Siddiqi, Secretary, Planning Division, Government of Pakistan.
- Dr. John Stevens, Consultant
- Mr. Sikandar Hayat Jamali, Chief Executive, Regional Development Finance Corporation.
- Mr. Safdar Hussain Kazmi, Secretary KANA Division
- Mr. Shahjahan S. Karim, Additional Secretary, Environment & Urban Affairs Division
- Mr. Konio Waki, UNICEF Representative
- Mr. Nasimur Rehman, Communications Expert, UNICEF
- Mr. Abdul Qayyum Khan, Additional Secretary, President's Secretariat
- Mr. Ijlal Haider Zaidi, Secretary Defence

Ms de Man discussed the visit of Mr. Francois Naeff, Assistant Spokesman to the Netherlands Minister for Development Cooperation from October 5 to 10, 1988 to Gilgit and Skardu. She also mentioned about the visit of the Malakand Forestry Project group to Gilgit from November 7 to 8, 1988. The group will come by road on 6.11.1988 and leave on 9.11.1988. Mr. Teunissen would be accompanying the group and their focus will be on social forestry. I suggested the following programme:

6.11.1988	- Arrival by road	
7.11.1988	- Briefing and discussion in the morning. Leave for Soust for discussions and visits in IUCN villages - afternoon o 7.11.1988 and morning of 8.11.1988.	
8.11.1988	1400	Leave Soust
	1800	Arrive Gilgit
	2000	Dinner and wrap-up sessions.

Ms de Man agreed with the suggestion.

Ms Tresch discussed the visit of a group from Nepal about which she had already written to SSK. She informed that the group will either visit Gilgit in November or in early spring next year. SSK informed in either case, the visit will not pose any problem.

The new Chairman, Agricultural Development Bank of Pakistan, Mr. S. Munir Hussain discussed at length AKRSP's concept and methodology and expressed concern at the lack of accessibility of credit to farmers under ADBP umbrella. He mentioned that the total number of loanees (including multiple loanees), ADBP is servicing, is a little over 100,000. He is very keen to increase this base and expressed a desire to visit AKRSP to understand the methodology adopted by AKRSP in the field of credit and banking. SSK welcomed the Chairman's visit to AKRSP at his convenience.

Dr. John Stevens ran into SSK at the ADBP building and made an appointment to meet him in the evening. In the evening meeting Dr. Stevens expressed regrets at his inability to visit Gilgit which was mainly due to the non-availability of the other two members of the group, he wanted to bring. He promised to come on 11.10.1988 for three days with or without his other colleagues. Dr. Stevens also agreed to speak to Mr. Nazir Hussain Shah, Agronomist, Integrated Hill Farming Development Project, Azad Kashmir to ascertain his interest in working for AKRSP. Next day he rang up to inform that Mr. Shah will be interested provided his secondment from AJK government of AKRSP could be arranged. SSK met Mr. Safdar Kazmi, Secretary KANA Division in this regard, who promised to help and asked SSK to send a formal request, which has been sent, along with a letter to Chief Secretary, Azad Kashmir Government, Mr.Rahatullah Jaral.

Mr. S. Hayat Jamli, the new Chief Executive of RDFC who has replaced Mr. M.M. Qureshi, informed of his visit to Gilgit from 3.10.1988 to 6.10.1988 and requested for a visit to AKRSP projects. SSK welcomed his visit and informed NAM on phone to make the necessary arrangements.

Mr. Shahejhan S. Karim, Additional Secretary, Environment and Urban Affairs Division called on SSK and discussed the projected visit of Mir Hazar Khan Bijrani, Minister for Health, Housing and Works from 10.10.1988 to 15.10.1988, including a visit to Skardu and indicated the Minister's interest in visiting some of the AKRSP projects. SSK appreciated the Minister's interest in AKRSP and promised that all necessary arrangements will be made in this behalf.

On retirement of Mr. Carl Schonmyer, Mr. Konio Waki took over as the new UNICEF Representative, a couple of months ago. This was SSK's first call on him, although previously while in UNICEF, SSK had met Waki many times, who had also visited the Mahaweli Project.

Mr. Waki explored avenues for collaboration with AKRSP and SSK informed him of the grassroots institutions in the shape of VOs, now in place in the districts of Gilgit, Chitral and Baltistan and urged the UNICEF Representative to latch on these institutions for UNICEF interventions. Mr. Waki promised to visit AKRSP at his earliest convenience.

With Mr. Nasimur Rehman, Communications Expert of UNICEF, SSK discussed the shifting of the available material with AKRSP for preparation of training manuals. Nasimur Rehman agreed to pay a visit to Gilgit to review the material and to make suggestions on the subject.

SSK tried to contact Mr. Mahmud Khan, Secretary, Forest Department, Government of NWFP to enquire about the progress of Mr. Rafiq's case. Unfortunately he was out of the country.

Dr. Karamat Azim, Acting Director NIPA Lahore confirmed the programme prepared by AKRSP for the visit of NIPA group from 17.10.1988 to 22.10.1988.

Mr. Zaheer Afridi, a candidate for HRDD post, made enquiries about his candidature and requested for a final reply, which SSK promised by the end of the month.

At the dinner hosted in honour of the British Trade Minister Hon. Alan Clark by the British Ambassador H.E. Nicholas Barrington at the embassy residence. SSK amongst the 30 guests had discussions with the following:

- Hon. Alan Clark, British Trade Minister
- H.M. Ambassador in India
- Ms Christina Lamb, Pakistan/Afghanistan Correspondent, Financial Times, Islamabad.
- Chaudhry Shujat Hussain, Federal Trade Minister
- Mr. Illahi Bux Soomro, Information Minister
- Mrs. Anis Mirza, Dawn Correspondent
- Mr. Saeed A. Qureshi, Secretary Finance Division
- Mr. Rafik Akhund, Secretary Commerce Division.

Mr. Saeed Qureshi informed SSK of Mr. Sartaj Aziz's proposal to have a honorary Chairman of the NCRD and the Finance Ministry's suggestion to raise the status of the Centre from an attached department of government to an autonomous organization, to enable the honorary Chairman to have necessary flexibility, status and powers. Secretary Finance also agreed to help in securing the grant of Rs.100,000 each to the VOs of Grelth and Roshanabad-Sherabad promised by the Finance Minister during his visit to the VOs last year.

NOTE FOR THE RECORD

Subject: British High Commissioner's dinner for Rt. Hon. Mrs. Lynda Chalker, MP, British Minister for Overseas Development on 7.12.1989 at High Commissioner's Residence, Islamabad.

The invitees to the dinner included Begum Nusrat Bhutto, Mr. V.A. Jaffrey, Federal Minister for Health, Minister of State for Education, Secretary EAD, Afghan Minister in Interim Government and many others (30 in all).

On SSK's request, Philip Astley had arranged showing of First Harvest to the British Minister, as she was short of time to have a regular briefing. She spoke highly of the film and complimented SSK on the work AKRSP was doing. SSK thanked her for the ODA assistance to the programme, without which Chitral programme would not have been possible.

The Private Secretary to the Minister (he sportingly admitted being one of the characters of 'Yes Minister' series) evinced keen interest in AKRSP's credit and savings programme.

Mr. Roger Wilson of the Pakistan Desk, who is relinquishing the post in January, asked about the replicability of the programme and was pleased to hear about the SRSC initiative. Hopefully in 3-5 years time, there will be some indication as to how replicable AKRSP is.

Mr. V.A. Jaffrey enquired about the progress of the programme and was happy to hear about the continuing donor interest in AKRSP.SSK also informed him about the recently concluded second evaluation of the programme by the World Bank. Mr. Jaffrey has an important say in allocation of bilateral funds.

The Federal Minister for Health, Mr. Kazmi expressed an interest to visit Northern Areas. His earlier attempt was thwarted by whether. HF in consultation with AKHS, may offer him a ride in the helicopter to Northern Areas.

The Minister of State for Education, Ms Shahnaz Wazir Ali, spoke in glowing terms of AKRSP's achievements and SSK invited her warmly to visit NAs. She requested SSK to meet her in Islamabad at his convenience. SSK indicated December 21 as a possibility. This was a pleasant change from SSK's encounter with the Minister for Women's Affairs.

The High Commissioner informed SSK of his response to the Chitral MNA and was amused to hear that the Prime Minister has now ordered DG Federal Investigation Agency (FIA) to trace the author of the fabricated letter and observed that AKRSP seems to have come out the winner from the controversy. He introduced SSK to the Afghan Minister in the Interim Government and suggested to him to initiate a programme on similar lines as AKRSP in Afghanistan.[13]

13. It would be interesting to know more about this.

June 5-6, 1989

NOTE FOR THE RECORD

Subject: Visit of ODA Monitoring Mission to Chitral

The Mission comprised the following:

- Dr. Sean Conlin — Leader
- Mr. Eric Gill — Economist
- Mr. Peter Scopes — Educationist
- Dr. Tim Lusty — Health Expert

AK NETWORK BRIEFING

SSK, Mubarak Shah and Steve Rasmaussen gave an overall briefing of their respective programmes with special reference to ODA assistance in the district of Chitral.

The Mission members enquired about the top-down planning approach in the school mapping exercise and the impracticality of the VO linkage in the field-based teachers training programme. They were of the opinion that FBTT programme should be separated from the present assistance and packages which lend themselves to VO linkage, should be included. On the health side, they were satisfied with the VO linkage which has become stronger with the formation of the clusters, as Steve pointed out, a very useful forum was emerging for health activities. There was some discussion on the remuneration being paid to community health workers (CHWs) by the villagers. On the composition of the professional staff for health services. Steve informed that of the 100 professionals and 100 support staff, 50 % of the LHVs were local, 18 LHVs were being sent from the area for training every year for a 2-year course. Next year, the number of seats has been increased to 22. He hoped that in years to come, the staff would be fully localised.

AK NETWORK DINNER

Nearly 100 guests turned up representing all departments and section of societies in Chitral. This afforded an opportunity to all members of the Mission to meet and discuss issues of their interest with the relevant officials of the departments.

AKRSP BRIEFING

FS gave a break-down of the coverage by AKRSP as follows:

- 42% Ismaili VOs - 27% Sunni VOs
- 28% Mixed VOs - 3% Kalash VOs

The detailed data in terms of progress of different package was provided.

Dr. Sean Conlin (SC) and Mr. Eric Gill (EG) who attended the AKRSP briefing, observed that the questions asked last year by the Monitoring Mission, have been answered. They enquired reasons for the slow PPIs and steps taken in case a PPI is abandoned. They also wanted to know the reasons for short-fall in training of specialists and marketing courses. They also wanted to know about the progress made in developing the production model, suggested by the World Bank. In respect of monitoring and evaluation, they enquired about the role being played by MER in providing monitoring and management information to SOs and MG.

On consultancy, they expressed satisfaction over the utilization of the training courses but expressed concern on non-utilization of technical cooperation consultancies.

FIELD TRIPS

At Buni, SC expressed pleasure at the wise and sensible decisions being made by the cluster and sought clarification about the functions of the working committee, set up by the cluster, namely whether the committee had authority to intervene in VO affairs

and was its role only recommendatory. The cluster activist explained that all VOs were represented on the working committee, hence its recommendation was binding on the VO. EG looked at the accounts book kept by the VOs and felt satisfied on the accounting system and maintenance of books at VO level.

The team also met members of 3 women organizations at Buni and had a discussion with them.

At Harchin Lasht, the team members enquired about the objectives of the cluster and how decisions of the cluster were implemented specially in social matters, as the cluster had decided to stop wasteful expenditure on marriages and other ceremonies. He was informed that the cluster would impose fines if its decisions, reached by consensus of all the VO representatives, were flouted. The team members also enquired about education and health needs of the cluster VOs. They also discussed the future plans of the cluster and the VOs. EG looked at the books maintained at the VO level. The villagers requested help in recommissioning two of the micro hydel units installed in the area in pre-AKRSP period by the Appropriate Technology Division of the Government of Pakistan. FS promised to look into the matter.

At Zang Lasht (a Sunni valley), more than 250 members greeted the team. SC thanked the VOs for the enthusiastic welcome. He enquired if there were any problems in completion of the PPIs and sought reasons for construction of so many roads as PPIs. He also enquired about the possibility of introducing a development package for women. The VO representatives assured the team of their unconditional collaboration with AKRSP and said that there were no problems with the PPIs and the isolation of the valley necessitated construction of link roads as PPIs. They welcomed women's package and informed that 5 women have already been trained in poultry keeping. They also requested for help in girls education. They also enquired that if ODA could provide directly interest-free loans.

At Droneel (DC Chitral also accompanied us on this trip), SC complimented the VO on their comprehensive explanation of what was going on in the VO and enquired if other VOs were jealous because Droneel was doing so well and had obtained so many loans for so many things from AKRSP. The other VO representatives stated that they were not at all jealous and were actively striving to come up to the level so that they could also obtain similar facilities from AKRSP as Droneel has done.

A discussion took place on remuneration of the CHWs and a view was expressed that there was an impression that CHWs get a commission on medicines they sell, which is enough by way of compensation. However, they realized that a reasonable remuneration for CHWs would be necessary if the programme is to be sustained. A plea was also made for provision of family planning facilities at the health centres. Similarly education facilities were also demanded.

The women's group which Emma Hooper attended at Droneel, complemented what the VO discussed with the team.

At Bashkeet (Gram Chashma), SC enquired about the advantages of the link roads. He also wanted to know if VO were agreed to a crop change from cereals to potato, apricot and apples. The members narrated the advantages accrued to them due to the construction of link road and asked for marketing facilities before switching crops, as their potatoes did not sell last year and they had to incur losses. On a query as to why credit was not being taken by women, SC was informed that loans will be obtained for nursery development and patti weaving.

At Sheli Lasht (pre-dominantly Sunni valley), SC enquired about the problems in implementation of the PPIs and their plans after completion of PPIs. The VOs informed that there were no problems in implementation of the PPIs except in case of Mori Paeen where due to recurrent damage by sliding, the cost has exceeded the original estimates. As to future planning, they mentioned about their plans for marketing, vegetable cultivation, land development etc. On savings, they informed SC that 20% of the wage was being put in savings by members. On women's programme, they informed that poultry training saved 900 chicks during the season. They preferred a women's section under the umbrella of the VO and requested for a girls middle school, which the DC promised to provide.

On the common orchard at Sheli Lasht, established with ODA assistance, the members informed that although the land was owned by only 8 households, 2 non-owners also worked on the orchard in rotation every month. The produce of the orchard would be shared 50:50 between owners and non-owners.

At Madak Lasht, the 4 VOs described their progress and SC thanked them for their reports.

At Kalash Bamborate, 3 valley representatives and Wazir Kalash Women's Organization gave an account of their progress. SC thanked for the welcome and written information. On his query as to how income will be increased by increasing savings, the WO informed that on increased savings, loans would be obtained to grow vegetables and for breeding animals to have more income from the sale of vegetables and wool. Professionalism was always a hallmark of AKRSP's work.

WRAP-UP SESSION WITH AKRSP

SC observed that the according to expectations. The philosophy that VO was the linchpin for ODA involvement for health and education activities, was valid and ODA would continue to support VO as the central point for ODA assisted programmes.

EG referred to the increase in the administrative costs to the tune of Rs. 4 million (expected by the end of the current grant period) and enquired the reasons for it. He also mentioned the expected financial short-fall in completion of the targeted 210 PPIs to the tune of Rs. 15 million. Similarly he pointed out to the likely over-run of the credit allocation of Rs. 13 million.

After discussion and explanation of the three areas of concern, the Mission agreed to recommend that the short-fall in funds be met by the increase of funds due to the exchange rate. However, they requested assurances that the administrative cost and the PPI cost would not be allowed to exceed the estimated amount namely Rs. 4 million on administrative and Rs. 15 million on PPIs at the average rate of Rs.270,000 per PPI.

On detailed discussion of packages, SC observed that the PPIs were going smoothly and the slow PPIs were not a cause of undue concern, however a case by case investigation should be carried out and not too rigid a policy in terms cost estimates would be followed. In case of justifiable increase, estimates should be revised. He suggested extension time of completion of PPIs to March 1991, thus giving time to an Appraisal and Monitoring Mission due in June 1990 to look at a 7-year old package.

SC was informed that extension of time for PPIs was not needed because it would be possible to initiate 210 PPIs under ODA grant by June 1990.

On other packages, SC observed that these were also going smoothly as in previous years. On women's programme, he referred to Dr. Emma Hooper's consultancy and hoped that she would come up with an agenda dimension encompassing programme needs. On credit, he was interested how the revolving funds would progress and on savings he wanted incentives for keeping up the good performance and also wanted to know the reasons for motivating people to save differentially. He asked MER to carry out studies to find out distribution of benefits within the VO. He observed cluster to be a good development which seems to be slowly moving towards the apex idea, so essential to sustainability.

EG briefly commented on the report of the consultants on setting up of the investment organization. He suggested that the economics of the investment organization should be looked at carefully and recommended full computerization to save overhead costs. In his view future projection (Rs. 2 billion savings in 15 years) defy creditability. He offered specialists help if AKRSP would send him the TOR.

On technical collaboration, SC offered to provide assistance if TORs were sent on different fields such as social organisation, agro-forestry/orchard, financial specialists, marketing, MER, rapid rural appraisal, credit motivational progress etc. On training in UK, of the 63 man-months, AKRSP has utilised or committed to utilise 45 man-months and requested for an additional 15. There are 45 man-months for technical cooperation and the short-fall in training in UK, may be made up by shifting funds from technical cooperation. On the question of improvement of proficiency in English language of DPO staff Chitral, it was suggested that Matthew Adamson may be requested to visit Chitral to make an assessment of needs in this field.

SC proposed that the period of current grant be extended till April 1991 and a new 7-year phase be developed which should be appraised and approved by ODA and Government of Pakistan between June 1990 and April 1991. The proposal should be ready by mid-May 1990 and the broad parameters of the project should include: emphasis on cluster activities, health and education packages which lend themselves to VO linkage such as adult literacy package, cluster schools for girls, expansion of health module, specially in Sunni area; water and sanitation package; family planning development of financial institutions; institute of rural development; English language teaching; technical cooperation and training in UK and interface with government departments.

In regard to monitoring and appraisal visit, SC suggested that to reduce the burden on monitoring, he would suggest visits by professional consultants whose reports may be used by the Appraisal Team. In addition prior to arrival of the Appraisal Team, an assistant may spend a month to go into details thus enabling a small appraisal team of 2 members comprising a social scientist and an economist to undertake the final exercise.

AK NETWORK WRAP-UP

In the network wrap-up which was attended by the full ODA team as well as AKRSP, AKHS and AKES representatives, issues pertaining to maintenance of land rovers, supply of spare parts, replacement of accidented land rover for AKRSP, were discussed besides the technical cooperation and training in UK.

SC also briefed network about his meeting with the Sunni group (mostly district council members) and their concerns about extension of health and education programme to non-Ismaili areas and the setting up of the AKRSP project-boards in VOs. On the project board issue, it was clarified that any VO not wishing to have a board installed, may do so in case ODA was not unduly concerned that its contribution was not being acknowledged. SC observed that ODA would have no such concern. SC urged on the network members, to have discussion and contact with the Sunni groups so as to remove many of the mis-conceptions they have about staffing etc.

DEBRIEFING AT ISLAMABAD

The ODA team had a debriefing with RS at Holiday Inn on arrival in Islamabad.

May 10-12, 1989

NOTE FOR THE RECORD

Subject: Visit of the Dutch Ambassador Mr. J.J. de Roos and Mrs. de Roos along with Mr. Tenuissen to AKRSP.

The Ambassador's party arrived by helicopter and after refuelling stop-over at Gilgit, headed for Phander. The Ambassador had already attended a briefing on AKRSP given by SSK, including viewing of First Harvest, for Prince Claus and the Development Minister at Islamabad last month.

The 16-VO representatives of Phander cluster comprising 502 households with 530 members, having cumulative savings of Rs.694,924 greeted the Ambassador and apprised him with their progress.

The Ambassador was greatly impressed by the involvement of people in decision making and in the whole development process and greatly commended the effort of the VOs.

The team next stopped at Jundrote cluster which comprises 5 VOs and has 224 households with 368 members and cumulative savings of Rs.329,058. The cluster activist informed the team how the formation of clusters, has resulted in resolution of inter-village disputes, stoppage of free grazing and cutting of trees, collaboration with health and education sectors, facilitating of input supplies and cooperative marketing. There was lively discussion on the effectiveness of the village specialists and the Ambassador counselled the members not to be too critical of their specialists otherwise people would shy away from providing this service. Here again the Ambassador was impressed by the level of interest of the villagers in development issues and their effort in becoming part of the main stream of development.

The team also visited the Aliabad-Jundrote women's orchard which has been set up with Dutch assistance and the Ambassador got himself photographed alongside the project sign acknowledging Dutch assistance.

The team returned to Gilgit around 1700 hours.

The dinner hosted in honour of the Dutch Ambassador by AKRSP, was attended by the Administrator, GOC and other senior officials. The Ambassador in his speech, greatly commended the effort of the people and observed that giving aid was relatively easy but achieving development of the type that VOs have accomplished, is indeed very difficult and highly praise-worthy. He expressed his strong interest in continuing collaboration with AKRSP.

On May 11, 1989 (due to minor defect in the helicopter), the team left for Baltistan 3 hours behind schedule and headed straight for Balghar after a short stop over at Skardu, where the local DC came to greet the Ambassador.

At Balghar, a large gathering of men and women had assembled representing 8 VOs with 203 households and cumulative savings of Rs.114,448. The VOs formed in 1987, had made good progress and completed all PPIs which were mostly flood protection bunds. The VO representatives informed that the real solution to the problem of flood damage was placement of a bulldozer in the village in the months of March and April for the training of the river water.

Another activist representing 10 VOs, with 346 households and 343 members and cumulative savings of Rs.182,768, explained the activities of the VO in the field of training of specialists, land development, agricultural production and women's programme. He also emphasised the need for a bulldozer for protecting their lands from scouring and erosion.

The Ambassador thanked the VO members for taking time to come to meet him despite the delay over 3 hours in his arrival. He lauded their spirit of collective action and group management and pointed out that this was the only way for subsistence farmers to improve their situation. After the meeting, both the Ambassador and his wife went across to meet a large group of women who had assembled to see the visitors.

After lunch, the Ambassador visited the Kachura pipeline irrigation project and was visibly impressed by the land development work undertaken by VO Kachura. He talked to the farmers and also watched the process of land development which included putting explosives charges in big boulders, spreading of soil on the rocky terrain and planting of trees. The Ambassador also drove upto the upper Kachura lake. At night the Ambassador met the DPO staff at dinner.

On May 12, 1989, the Ambassador and party flew to village Mango in Shigar valley. Inspected the PPI and irrigation channel, constructed with a grant of Rs.111,865, given by AKRSP which has brought 900 kanals of new land under irrigation range, entitling each of the 22 members to 40 kanals of land holding. The channel was completed in April 1988 and 700 kanals have already been developed on which wheat, fruit, forest trees and vegetables have been planted. The members informed the Ambassador that each farmer has increased its assets to the extent of Rs.350,000 and they thanked the Ambassador for the assistance given by the Dutch people for this project.

The Ambassador thanked the VO members for their friendly words and warm welcome and congratulated them on their outstanding achievements. He repeated the words that it was easy to give money but it requires real effort and work to do what the VO members of Mango had done. He offered his congratulations and good wishes to the VO for the future.

From Mango, the Ambassador flew to AKRSP DPO helipad and went round each section of the DPO and chatted with the section heads and enquired about the different components of the programme. The Ambassador left Skardu at 1330 hours.

October 27, 1989

NOTE FOR THE RECORD

Subject: Briefing and discussion with CIDA Appraisal Mission

The CIDA Appraisal Team consisted of:

- Nicole Chartrand-Tresch (NCT), First Secretary (Development), Canadian High Commission, Islamabad.
- Margaret Paterson (MP), Deputy Director, Pakistan Desk, CIDA
- Doriane Prevost (DP), Programme Officer CIDA, Ottawa.
- Tahseen Syed Khan (TSK), WID consultant, Canadian High Commission, Islamabad.
- Nazeer Ladhani (NL), CEO AKF Canada

AKRSP participants were:

- Shoaib Sultan Khan (SSK) General Manager
- Hussain Wali Khan (HWK) DGM/DPO (G)
- Anis Ahmad Dani (AAD) DGM P&MER
- Javaid Hasan (JH) Finance & Personnel Manager
- Riaz Ahmad Khan (RAK) Programme Lst Specialist
- Syed Mutahir Shah (SMS) Programme Extn Specialist
- Ameneh Azam Ali (AAA) Programme Coordinator WID
- Izhar Ali Hunzai (IAH) Business Manager
- Sultan Wali (SW) Consultant Agriculture

By invitation:

- Hakim Feerasta (HF) CEO, AKF Pakistan
- Salim Jiwani (SJ) Finance Manager, AKF Pakistan
- Pervaiz Ahmad (PA) Freelance Photographer and Journalist

SSK welcomed the Appraisal Mission to Gilgit and said he hoped they would have a pleasant and successful visit. The briefing started with the screening of the edited version of First Harvest. This was followed by a brief update of AKRSP's achievements to date, by SSK. The meeting was then opened for discussion. Since the meeting took the form of a question-answer session, the discussion is reported in that format:

MP: How do you first approach the villagers, or do they approach you on their own?

Ans: Initially AKRSP used to approach the villagers, inviting them to organise themselves. Now the villagers initiate the first dialogue.

NCT: You are in 451 VOs in Gilgit district. How many VOs are you now out of, which are functioning without?

Ans: None. We have completed PPIs in villages but are still working in other sectors, with other packages. The credit and production packages are an ongoing activity.

NCT: Have any PPIs been initiated without AKRSP technical assistance?

Ans: Roughly 80 PPIs have been completed even without loans from AKRSP. Another 376 have been implemented as second PPIs through loans from AKRSP.

MP: Where any institutions for cooperative management or community participation in existence before AKRSP or is the concept completely new?

Ans: *The concept is now. Cooperative institutions have been in existence in Pakistan for many years. But the old institutions were ad hoc or inappropriate. For example,d AKRSP provided Rs.65 million in small loans to 195,000 individuals through the VOs. In contrast the Agricultural Development Bank of Pakistan lent out Rs.53 million to 1,500 people. The other channel for community participation is through elected representatives.*

NCT: Are any VOs no longer operative?

Ans: Our programme auditors now conduct regular VO assessments to keep abreast of such developments. I myself did a tour of 100 VOs and have reported on them in this publication. I found that about 10% of the VOs were inactive while 1 had been disbanded.

NcT: Are they the older ones?

Ans: No. In Gilgit, one VO was disbanded because most people are employed outside the village.

TSK: AKRSP appears to have had a number of advantages. The prestige of the Aga Khan, good endowment, good organisation. Does this not render replication difficult?

Ans: Who developed our conceptual package? It was done 150 years ago by Raiffeisen, the mayor of a small municipality. Raiffeisen's model was meant to counter the three giants - landlord, moneylender and shop-keeper - who were crushing the small farmers. The package is for the three million poor farmers in Pakistan who own less than 5 acres of land. The conceptual package is applicable across Pakistan. The programme package varies. You need dialogues to define the specifics of the programme. Replication is already being planned through the Sarhad Rural Support Corporation. *I have applied the same conceptual package in four different locations. The problems were different but the conceptual package was equally applicable. His Highness' commitment is, of course, important. You need a commitment of at least five years to initiate such a programme. Government support is also crucial. Without that, the programme cannot be implemented nationwide. Commitment of the staff is also important. Now 97% of our staff are locals. That brings about the commitment needed for such a programme.*

MP: When I worked in Indonesia on a community-based development programme, the incorporation of local traditions really helped to institutionalise the programme. Has AKRSP built on any local traditions? Or were there none?

Ans: Local traditions for resource management did exist before AKRSP reached the project area. Those systems were hierarchical, most authority being vested in the Mir. They were adequate for management of existing resources but were not able to mobilise development inputs. Consequently, those institutions gradually attenuated through the period of British rule. Those institutions were further weakened when mirdom was abolished in 1974. The sort of development assistance which AKRSP is providing cannot really be routed through pre-existing institutions. Nevertheless, we collaborate with local institutions wherever possible For example, even the construction of the PPIs is done with methods already used by villagers. The difference lies in the mobilisation of more resources and the application of more sophisticated technology. The irrigation channels are managed and maintained by villagers through institutions which have been in existence for centuries.

MP: What are the factors that lend themselves to success?

Ans: *The role of the activist is very important. Every good VO has a good activist. A weak activist invariably results in a dormant VO.*

NL: Perhaps you can try to isolate primary success factors and secondary success factors.

Ans: There does not seem to be any alternative to the method that we follow. *If you want to improve the lot of subsistence holders, they have to accept the three principles of organization, skill development and capital formation. The presence of the activist matters in helping people to accept these principles. Other factors, such as the presence of local institutions, appear to be secondary.*[14]

NL: So the cake mix is the same but you need the yeast.

Ans: No! You need a good cook.

NL: That is where charisma matters.

Ans: Yes, but charisma at the village level.

NL: Leadership at the grass-roots is necessary for any social change.

MO: What is the actual number of women participating in AKRSP's programmes, and how many women are members in VOs?

Ans: (1) *There are different forms of participation of women. In some villages, women have formed separate Women's Organisations (WOs). In some, women are full members in the VO. In some, women are neither members of VOs nor have they formed separate WOs, yet AKRSP is providing development inputs to the women. The entire district of Baltistan has no WOs, but the women's programmes is active in 131 VOs.*[15]

14. Science of institution building at local level.
15. Unity in diversity.

Ans: (2) of the 54,400 VO members, approximately 2000 are women. In addition, there are over 270 WOs, with an additional 10,000 members and AKRSP's WID packages have been accepted in over 130 other VOs.

Actually participation has to be understood as a family affair. There are 8.3 people per family, of which 3 are adults. We can estimate that half of the adults are females. AKRSP has mobilized approximately half the households of the programme area. The women thus participate both directly and indirectly, through the male members of their household. Thus of the nearly half million people covered by the programme, 50% would be women.

NCT: What is the legal standing of the VOs? Are they registered?

Ans: Only with AKRSP. Officially, no organisation can exist below the level of the Union Council. The previous government had proposed to set up VOs nationally. The intention was laudable although the approach was unworkable. VOs cannot be set up from above. They can be encouraged and supported. For our purposes, informal organizations are enough. We do not need formal registration.

NCT: Is AKRSP registered under the Social Welfare Act?

Ans: It is registered under the Companies Act as a joint-stock company which is non-profit.

Finally, on behalf of the MG, SSK thanked CIDA and AKF Canada for their support and continued faith in AKRSP and hoped that mission members would continue their relationship and visit the programme area again, as NCT and NL have already done. He thanked the team members for visiting Gilgit and wished them a pleasant stay during the mission.

NOTE FOR THE RECORD

Subject: **Meetings at Islamabad**

Konrad Adenauer Foundation (KAF).

Bob and I called on Mr. Halbach and Bob explored the possibility of funding of Astore programme by the Foundation, as suggested by the German Development Consular. EH expressed an interest in the proposal and Bob suggested to me to send KAF a copy of the Astore project.

On the operation of the current KAF training grant to AKRSP, EH emphasized the need for strict adherence to the guide-lines in the contract of the accounting procedures. He also suggested immediately action on the purchase of equipment provided for in the grant for the year 1989. EH expressed some dismay over the lack of tangible progress in improving the existing training facilities and training courses in terms of physical facilities, course content, training methodologies, training techniques etc. He also desired a feed-back on the follow-up of training courses. He supported the idea of using practitioners as trainers even after a formalised training institute comes into existence. Bob informed him of the additional capacity at MG level likely to become available in the course of the year. EH offered short term consultants from the Foundation to help improve existing training and in establishing an institute of training.

Meeting with CIDA Officials

The meeting was arranged by Ms Nicole Chartrand-Tresch with 2 CIDA officials from Ottawa, dealing with Pakistan Desk. Bob informed them of the plans for the next assessment of AKRSP by the World Bank and also broached on the subject of a Consortium approach, on the lines of BRAC experience, for training funds for AKRSP. As an immediate requirement for replenishment of revolving funds, he mentioned about the proposal submitted to CIDA through AKFC. One of the CIDA officials from Ottawa, wanted to have a copy of the proposal, which was made available to her the following day.

March 2, 1989

Government Assistance for Astore Programme

I met Secretary, KANA Division Mr. Safdar Kazmi at the Ministry. The Administrator, Northern Areas also happened to be present. Mr. Kazmi promised to reconsider favourably Administrator, Northern Areas' proposal to make Rs.1.5 million available to AKRSP as start-up funds for Astore Programme, pending identification of a donor by AKRSP for the programme.

I also called on the Minister for KANA, Mr. M. Hanif Khan. Unfortunately he was away from his office but briefly met the newly appointed Adviser, Northern Areas Mr. Qurban Ali.

Meeting with Development Consular, Embassy of Netherlands.

I briefed Mr. Teunissen about the development in Baltistan leading to the transfer of the DPO and 3 SOs. He fully appreciated the circumstances and expressed satisfaction at the diffusion and resolution of the situation.

He reconfirmed the presentation on AKRSP on Friday, March 10, 1989, at Holiday Inn from 1430- 1600 hours for HRH Prince Claus and the Dutch Minister for Development Cooperation Mr. Buckman. In addition to the Minister's party, he was expecting 10-15 members from the press and TV team. He agreed to make necessary arrangements for 16 mm projector, video equipment and overhead projector for the presentation. He also welcomed the participation of Chairman, AKRSP Board of Directors in the presentation.

1600 hours left for Peshawar by road and arrived at 1830 hours.

October 1-3, 1990

NOTE FOR THE RECORD

Subject: Visit of the CIDA Team

The CIDA team mission consists of:

- Ms Nicole Chartrand Tresch (NCT)
- Ms Wendy Miller (WM)
- Ms Louise Marchand (LM)

Visit to Sherqilla (October 1, 1990)

The team reached Gilgit from Islamabad at 1100 hours, having been delayed for one hour by bad weather. As there was no time for the briefing (scheduled to be held at the Core Office at 1000 hours), the team accompanied by SSK, HWK and AAA, left for Sherqilla. The meeting was attended by members of various Sherqilla organisations, their cluster representatives and VO/WO office bearers and specialists.

After hearing from the VO/WO representatives about the activities of the organisations, the CIDA team asked questions. They were interested in knowing what impact AKRSP had on raising yields of crops and livestock and on income generation. Gul Anar, President of Amphary WO, was very vocal in saying that AKRSP had not done anything beyond extending credit - the actual work had all been done by WO members. The WO complained that they did not receive any marketing or technical support for their vegetable plot and as a result, it had not earned them as much income as they had expected. One VO member had contrasting views: he said that before AKRSP came, the villagers did not know about new seed varieties, disease control, fertilizer use etc,, and did not have access to credit for these purposes. Now, with these inputs, yields had increased substantially. As an example, he said that previously he did not have enough fodder for his livestock, but now he had not only enough but even had a surplus which he could sell. The VO members also discussed their desire to receive technical and material assistance in setting up a fruit processing plant, as Sherqilla has a surplus of fruit, but poor access to market. The CIDA team was also informed by the VO/WO members about the VO Banking activities, and their impact on the village. After the meeting, the team visited the Sherqilla Girls academy and then left for Gilgit.

Visit to RPO Baltistan

SSK, and AAD accompanied the CIDA Mission to Baltistan on the afternoon of October 1, 1990, following their visit to WO Sherqilla. The helicopter landed en route on a newly developed alfalfa field at Hanuchal. After a brief meeting with VO members, the visitors walked upto the irrigation channel. They all made it up to channel but vertigo prevented LM from proceeding further. The others walked around the bend to see the rock face which is the cause of Hanuchal's fame. NCT had visited Hanuchal in 1987 while the channel was still under construction and was pleased to see it functioning well.

At 1600 hours the helicopter took off for Skardu. The group was welcomed at Shangrilla by the entire District Management Team from Baltistan. After a short tea break, the group decided to walk up to the land development site at Kachura. The crop had already been harvested hence the fields were not at their most impressive. Nevertheless, the painstaking labour of the villagers was self-evident. One house has actually been constructed on the new land and is the permanent resident of four sons of a farmer who still lives in old Kachura. The household has a fenced vegetable plot in addition to their wheat fields on the new area.

On October 2, the helicopter took off from Shangrila for Khaplu shortly after 0800 hours for meetings with VO and WO Sergrong. The VO is barely a year old but has done an impressive job of organizing the community, mobilizing Rs.56,233 in savings. In addition, the VO serves as a forum for conflict resolution and has started a self-organised school. LM was so impressed by the last of these that she encouraged the VO Manager to send a formal proposal to the Canadian embassy for financial support for the school. This can cover either the building cost or the running costs. The Manager said he would discuss this with the VO and send a proposal through AKRSP. The Canadian visitors being women, then proceeded for a separate meeting with the WO.

The next meeting was at Pari, Kharmang with VO Aliabad Pari. The purpose was a VO Banking third dialogue. The VO had savings of Rs.48,430 and were keen to initiate banking with a working capital of Rs.45,000. SSK explained the basic principles

of VO Banking to VO members with the SO and the Project Accountant translating into Balti. All the members appeared to have understood the principles which suggested that they were already familiar with them. The suggestion of a service charge of 2 percent per month was received without a murmur, after SSK explained that except for the initial 7 percent per annum, the rest of the service charge will return to the VO for expenses and addition to the VO's capital. VO members felt that earning profits for non-borrowing members was a desirable feature of VO Banking. The CIDA mission members were quite struck by the enthusiasm of VO members at the thought of gaining control of such a large amount of capital. The third dialogue concluded with the VO Manager providing AKRSP's accountant with a cheque for Rs.45,000 as collateral from VO savings. In return, AKRSP provided a cheque for the same amount as VO Banking capital.

NS informed SSK and all those present of KAF approving the budget for the establishment of the Training Institute. This news was applauded by all.

SSK said that AKRSP would like the Canadians to fund the Training Institute. With the money provided by KAF, we intend to hire a building and start the Training Institute. This will provide us with some experience and will also serve as an indication to the donors that we are seriously going ahead with the Training Institute.

SSK further said that the administration of the NWFP was as supportive of our programme as the administration of the Northern Areas and the Government of Pakistan has been. We have excellent relations with all. Since Chitral district is part of the NWFP, all requests for funding for our projects have to be channelled through the NWFP government and we have always received full cooperation from them. NWFP is the first province that has decided to replicate AKRSP in the form of SRSC. Initiative for the proposed SRSC was taken by the Aga Khan Foundation. Bob Shaw had several meetings with the government and USAID.

Regarding the future of the programme, SSK said that the next five years are very important and crucial. The ultimate objective of the programme is to help develop self-reliant village organisations. Whether or not this will happen will be very clear during this period.

NT made the following comments: During her previous visit to AKRSP in October, 1986, she visited the field and met people. They were talking of the hardships of the past and difficulties of the present. Now during her meetings with the same people, she has found that a complete transformation has taken place. They are not dwelling on the past any more. They are looking towards the future. They are displaying a tremendous amount of confidence and self pride, as they have achieved particularly sets of objectives.

LM said that of all the projects that she has seen, this project gave her the greatest hope in terms of sustainability. She also found the women developing into a dynamic force.

Since the team had to proceed to Chitral to complete their tour of the programme area, very reluctantly they ended their discussions.

Visit to RPO Chitral ... October 2-3,. 1990

On the night of their arrival, AKRSP Chitral hosted a dinner in honour of the CIDA team which was attended by the district heads.

On October 3, 1990 the team visited the RPOC's office and met the local staff. FS gave a briefing on the progress made in Chitral district. SSK explained the relationship between the Core Office and RPOC to which WM responded that she now understood why CIDA should support the core office.

For field visits the team flew to Madak Lasht and Birir VOs and greatly appreciated the progress made, including WOs. WM again expressed her satisfaction at understanding the mechanism of cluster PPIs.

The team returned to Islamabad in the afternoon of October 3 and conveyed to SSK their thanks for arranging an excellent itinerary. They wished to see more of Gilgit, if they had more time at their disposal. Both NCT and LM assured SSK of CIDA's continued support. WM expressed her satisfaction at all that she saw and appreciated the help she received from CG in understanding the project proposal for the next grant.

October 7, 1990

NOTE FOR THE RECORD

Subject: Visits of Representative, European Community and the Canadian High Commissioner.

Mr. Thomas'o Sullivan accompanied SSK on the helicopter, on October 6 from Islamabad to Skardu. Mr. S.K. Mahmud, Federal Secretary, Special Education and his Additional Secretary (Mr. Irtiza Hussain Zaidi) also travelled. Mr. Sullivan visited the RPOB's office and talked to different section heads.

On October 7, Mr. Thomas travelled with SSK by road from Skardu to Chilam over the Deosai plain. The area beyond Chilam towards Gultari, being closed to foreigners, was not accessible to Mr. Sullivan hence he headed towards, Astore while SSK with HWK, AAD, IAH and Darjat proceeded towards Gultari, ultimately reaching Bunyal (a border village) after eleven hours jeep journey from Shangrilla. Mr. Sullivan was lifted to Islamabad the following morning, by helicopter from Astore.

The representative informed SSK that he had already written a letter to EAD about CEC's positive response to ODA for joint funding of AKRSP Chitral. He hoped that after his projected meeting with the Secretary EAD on October 11, the requisite request from GoP to CEC would materialise.

Mr. Sullivan also expressed an interest in Astore and suggested that initially it might be easier to fund the project from NGO window to the extend US$500,000 and on the basis progress achieved for a larger grant, the bilateral avenue could be explored. Mr. Sullivan was due to leave for Europe on October 12 and promised to have further discussions on the subject on his return in mid-November.

Mr. Manfred von Nostitz accompanied with Mrs.Nostitz flew in on October 15 specially to inaugurate the Ghulkin PPI - a drinking water-cum-irrigation scheme - which had been initiated on the specific request of Mrs. Nostitz who had visited Ghulkin in 1989, in connection with a trekking expedition. In a colourful ceremony the High Commissioner's wife inaugurated the scheme. The 91 households of Ghulkin with all their women were present and expressed their profound thanks for the Canadian assistance and to AKRSP. Mr. Ashraf Khan, an activist read the address of welcome to which Mrs. Nostitz replied and the President of the VO gave the vote of thanks. SSK briefly explained the Canadian contribution and assistance to AKRSP in developing Northern Areas.

Pakistan's Ambassador to China Mr. Akram Zaki who had come on a short visit to Gilgit, was also present at the ceremony and the VO members took advantage of his presence to explore possibilities of trade with China. They also described to him difficulties in obtaining Chinese visa at Islamabad.

After lunch at Ghulkin hosted by the villagers, the High Commissioner and party returned to Gilgit and left for Chitral after refuelling.

Mr. Nostitz informed SSK about the positive feed-back he got from Wendy Miller about the programme, in the debriefing session.

NOTE FOR RECORD

Subject: AKRSP Funding

Mr. Thomas O'Sullivan, CEC Representative discussed with SSK on September 23, 1990 at Commissions's Islamabad office, the modalities of getting EAD approval for parallel funding with ODA of AKRSP Chitral. He undertook to take up the matter with Secretary Rafique Akhund in his scheduled meeting next month. He did not want SSK to take up the matter with EAD till he had talked about the matter himself.

In a chance meeting in the VIP lounge at Islamabad airport on September 28 M/s Sullivan and Riegel assured SSK of getting necessary approval of the grant from headquarters at Brussels. Mr. Riegel seemed fully satisfied with his visit.

At a dinner on September 26 at Islamabad hosted by Mr. H. Teunissen First Secretary (Development) Netherlands Embassy to introduce their new rural Development officer Mr. Plantings (replacement of Mr. Balk), Mr. Teunissen informed SSK of the likelihood of announcement of the Dutch grant to AKRSP Baltistan in the month of November after the bilateral meeting at the Hague.

In a telephone call on September 28 from Islamabad to Gilgit Mr. Peter Dun, Development Counsellor, UK High Commission informed SSK that on query from EAD (Deputy Secretary level) to CEC, the latter has agreed to have a separate financial agreement with EAD for funding AKRSP Chitral, as against the earlier understanding between CEC and ODA, of notifying EAD through a joint aide memoire of the arrangements reached between the two for funding the project. Mr. Dun wondered if this new arrangement suggested by CEC is going to ruffle the ODA London. He promised to find out more details of the arrangement, before proceeding on vacation of three weeks on October 3, to smoothen the apprehensions of ODA, if any. SSK promised to find out the details of the arrangement, during his visit to Islamabad on October 4 and post Bob Leverington with the developments.

c.c. Management Group (by circulation)
Chairman AKRSP BOD
General Manager AKF(G)

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR RECORD

Subject: Dinner Meeting with Mr. Mark Lennox-Boyd
British Foreign Office Minister, on February 23, 1991 at Islamabad.

Peter Dun, Development Counsellor of the British High Commission had extended a personal invitation on phone to SSK for the dinner at his Islamabad residence for the Minister. Other guests included Secretaries Agriculture and Finance, Chairman ADBP, Admiral Janjua, Bazl Khan, Ann Duncan and her husband (recently appointed as Advisor to the Ministry of Finance), Sir Nicholas and the newly arrived Political Counsellor at the High Commission Mr. Wiseman.

Peter seated SSK next to the Minister at the Dining table. Mr. Lennox-Boyd evinced keen interest in AKRSP asking about its genesis, initial funding, selection of GM, approach of AKRSP, sectarian mix and expressed a genuine desire to visit the programme area next time. Sir Nicholas, Ann, Peter, Bashir Ahmad, Afzal Mueen (who had visited AKRSP and climbed Hanuchal as a Staff College course participant) and others gave a very positive feedback to the Minister on AKRSP.

SSK thanked British government for continued assistance to AKRSP and conveyed appreciation of the interest and support of the High Commissioner and his staff for the programme.

c.c. Management Group (by circulation)
Chairman AKRSP, BOD
General Manager AKF Geneva

June 4, 1991

NOTE FOR THE RECORD

Subject: The Dutch Ambassador's visit to Baltistan

On June 4, 1991, His Excellency Mr. J.J.de Roos, Netherlands Ambassador to Pakistan, Mrs. Roos, Mr. Shoaib Sultan Khan and Mr. Qadeer Baig (AKF Karachi) arrived in Skardu on a 2-day visit to Baltistan.

Visit to Askole:

After lunch, the visitors along with MD flew to Askole, the last village before K-2, where they met with the newly formed Askole village organisation. As a third dialogue was already scheduled there, it seemed appropriate to include Askole in the Ambassador's visit.

The VO members were anxiously waiting to meet the Ambassador and the AKRSP staff. *The meeting was organised at the construction site of the school that is to be build at Askole with financial assistance form the people of Netherlands. The whole idea to establish a school began with a visit of a Dutch national to Askole who was asked by the villagers if the Dutch government could provide financial assistance for a school at Askole. The visitor promised to take up the matter with the concerned people and later contacted Mr. Hans Teunissen, First Secretary at the Dutch embassy in Islamabad. A few months later, an amount of Rs.200,000 was raised for the school.* The money was collected mainly through private donations made in Holland.[16]

SSK addressed the gathering and began by asking the members their reasons for forming a VO. One member replied that they had seen villagers where village organisations were formed and could see the obvious benefits these villages had generated through cooperation and organisation. Also Askole was one of the remotest villages of Baltistan, cut off from rest of the world for most part of the year. This isolation had resulted in poverty and neglect. He added that AKRSP staff had also visited Askole and encouraged them to get organised. Today the VO has 43 households and 41 members.

During the discussion, one member, the famous Haji Mehdi of Askole was specially vocal in airing his views and would promptly answer all questions. He was interrupted by SSK who encouraged other members to speak up and participate in the discussion. After this brief discussion with the General Manager, the Ambassador was requested to address the meeting.

In his speech, the Ambassador commended the efforts being made by the village organisation to bring development to one of the remotest villages of Northern Areas. He said that he had noticed the difference between an old VO such as Ticho and newly formed village organisation such as Askole and the time will come when Askole would be able to compete with the more mature VOs but only if the AKRSP principles are carefully followed and understood. He once again stressed on the importance of the participation of women in the development process and added that women should also be included in the planning process of their village. The Ambassador thanked VO members for the warm welcome and wished them good luck in all future endeavours.

VO Askole has identified a storage reservoir as its PPI. MD initiated the third dialogue. He explained the terms of partnership of the PPI and the principles and objectives of AKRSP. He informed the VO that the negotiated cost of the PPI is Rs.148,028. The project will start on 4.6.1991 and would be completed on 30.5.1992.

Visit to Ticho

After visiting Askoli, the Dutch Ambassador and AKRSP team visited Ticho in sub-division Shigar. The guests were met by the members of VO Ticho. The Manager of the VO addressed the gathering and informed that the VO was formed on 1.3.1987. it has a membership of 23 and savings of Rs.19,001. He explained that Ticho had received self sufficiency and self reliance only by following the golden principles of AKRSP, they were many problems that would not have been solved without forming a VO. The Manager explained in detail the land development project taken up by the VO, he said that of 616 kanals of land, the VO had succeeded in developing 400 kanals of which includes new land for crops, orchards, vegetables, forestry and pastures. We have not only taken advantage of the forestry and pastures. We have not only taken advantage of the newly development land but the use of new wheat, vegetable varieties and chemical fertilizers has increased the productivity of old land as well. The Manager said that last year Shagesti, the Chinese wheat variety was introduced on experimental basis, the results of which were so encouraging that this year all members had adopted the new variety. Also the VO had planted 10,000 forest trees on collective

16. Does it have anything to do with Three Cups of Tea?

land. The Manager thanked the Ambassador the Dutch Government for the generous financial help. After the Manager's speech, SSK requested the Ambassador to address the gathering.

H.E. Mr. de Roos first thanked the VO members for inviting him to the village. AKRSP had introduced the methodology and direction and now it was upto the VOs to follow the rules set down by AKRSP. He remarked that he was extremely impressed by the progress made by the VO in such a short while. Though the Netherlands Government had provided financial help, the development of the VO achieved would not have been possible without the preservance and hard work of the VO, the Ambassador added.

The Ambassador further said that providing financial assistance was much easier than doing the actual work; labour intensive work such as land development. Slowly and gradually the people would move towards the path of development but they should also keep in mind that all development demands participation of both men and women. It should not be forgotten that women are part of the development process and should not be excluded from the planning process. Their views, participation and development is equally important. The Ambassador ended his speech by once again thanking the VO members, and said that their firm belief in cooperation and development would one day bring great benefits. The members' dreams of a brighter future for themselves and their children would definitely come true. With these roads, the meeting with VO Ticho came to an end.

Visit to Khaplu

On June 5, the Dutch Ambassador and SSK with MD, RM and GN left Skardu for Kharkoo, Khaplu to meet with VO Youlskill and other VOs of Union Council Kharkoo. A large crowd had gathered at Kharkoo to welcome the visitors. So Shaban introduced the Ambassador and SSK to VO members. We then walked a little distance to see the Bund or protective work built by VO Youlskill. The bund was completed last year. The Manager of the VO informed us that the bund would help save the land from further erosion and trees were already being planted on new land. Total negotiated cost of the PPI was Rs.173,815.

A large number of people were gathered to meet the guests. Members from other VOs were also present on the occasion. Union Council Kharkoo has 24 villages and 15 VOs. Total membership of these VOs is 523. The Manager of VO Youlskill presented a brief summary of the VOs activities and future plans. Youlskill was formed on 3.10.1989 and has a membership of 45 with total savings is Rs.34,400. The Manager Hussain explained that the VO has been very active in accepting various AKRSP packages. It has regularly taken better quality inputs offered by AKRSP especially seeds and fertiliser to improve their agriculture cultivation techniques. Union Council Kharkoo has PPP, livestock and forestry specialists.

The Ambassador commented that although the VO had made impressive progress in savings, PPI completion and input procurement, but had the VO decided on its future plan and strategy? The VO Manager explained that the protective bund had allowed them to plant 11,500 trees which means there will be more fodder for livestock specially in the severe winter months when animal feed is scarce, it also means more wood for fuel and construction. The VO had also adopted silage and urea straw treatment and planned to expand the package. Moreover the livestock and PPP specialists have been extremely useful for the VO. The livestock specialist had vaccinated 80 sheep and 150 poultry birds and is regularly remunerated for his services in the form of Rs.1.50 per vaccine. The VO has succeeded in controlling poultry disease Ranikhet from their village. SSK asked the PPP specialist if he had learnt anything new from his 15-day training course. The specialist explained that apart from learning budding and grafting techniques, he had also been introduced to better quality seed and vegetable varieties. Shagetsi the improved, high yielding wheat variety is extremely successful in the village and farmers were increasingly adopting the new variety.

In reply to SSK's question, the forestry specialist explained the advantage from the training received from AKRSP. He was now able to plant trees on scientific basis, taking care of the plant height and distance. The VO has planted over 4,500 plants. The members were now aware of the importance of afforestation and indiscriminate cutting of trees was under control, he added.

One VO member was exceptionally vocal in airing the problems faced by the members. SSK listened to his diatribe and later explained that the problem identified by the member such as procuring a bull for breeding purposes, better quality vegetable seed, fruit trees etc., could all be solved by the VO. As for getting better quality inputs, the members should contact their trained specialists who are there to provide these services. The specialists can contact AKRSP for further help and assistance.

At the end, SSK requested the Ambassador to address the gathering. The Ambassador thanked everyone and said that he was extremely pleased that his government was able to make financial contribution to this group of dynamic people and that it was his firm belief that unit and cooperation could overcome seemingly insurmountable obstacles. Even a country like Netherlands that has had to fight the sea for centuries was able to overcome this problem thorough its firm belief in organisation. He added that he had the opportunity to visit some of the projects undertaken by the VOs and it was obvious from the success of these projects that all development proposals and plans should be initiated by the village organisation themselves. The Ambassador also emphasized the importance of including women in the development process as women represent half of their population. He added that the village would not develop if women are excluded from their planning process.

The Ambassador congratulated all members on the VO's progress and hoped that they would take advantage of the innumerable opportunities before them. With these final words we took our leave and departed for Surmo where a meeting with VO Tarkari had been arranged.

Meeting with VO Tarkari

VO Profile:

Name of village organization	Tarkari
Date of formation	20.11.1990
Households	63
Membership	63
Savings	Rs.17,014
PPI	Protective works
Total cost of PPI	Rs.265,734
Disbursement	Rs.150,000
Date of implementation	20.5.1991
Date of completion	20.9.1991

We arrived at Surmo at 1030 hours. The meeting had been arranged right next to the river Shyok, where the VO is constructing a bund to divert the flow of the river which has eroded about 2,000 kanals of precious land. it was a very warm and clear day at Surmo and Mashabrum was clearly visible in the background. We walked to the project site and it was amazing to see that members had succeeded in diverting the river's flow. The members could be seen hard at work at the site and are determined to complete the project before the river rises any further. The work is risky and requires immense hard work and labour but it is the commitment and preservance of the members that keeps it going.

At the meeting with the VO, the members were introduced to the Ambassador and the GM. The Manager of the VO welcomed the guests to Surmo. In his speech the Manager explained that before VO's formation, the most beautiful village of Sormo was torn with strife, there was no unity and no sense of organisation. We knew that without unity, no community could ever prosper. He explained that their major problem was the loss of precious land due to the water's flow and the village had already lost about 2,000 kanals.

AKRSP provided us with the right guidelines and once the people were organised, it took a very short while to undertake such a daring project as changing the flow of the river. The VO has also received assistance from the government on this project in the form of a bulldozer. The DC and SP were so impressed with the project that they promised to provide 40 policemen to help in projects completion. He thanked the Netherlands government for the financial assistance and added that the people of Tarkari would be forever grateful for this generosity.

The Manager explained that the VO had decided to save at least 1/4 of the wages and would continue to increase their savings. The VO would take full responsibility for PPI's maintenance.

The VO would explore ways and means to ensure that income generated is invested in the village, and linkages will be developed with neighbouring VOs. He once again thanked the Ambassador and the GM for visiting Surmo.

The Dutch Ambassador in his speech thanked the members for the warm welcome. He said that it was heartening to see such rapid development in such places and all credit went to the VO members for their hard work and commitment to the programme. He said that the VO had already achieved a lot by so thoroughly understanding AKRSP approach and vision. The Ambassador added that their village had a lot in common with Netherlands as changing the course of waters, was part of Dutch history too and so it was easy for him to relate to their problems and difficulties. He again emphasized on the importance of organization and cooperation.

With these words, the meeting with VO Tarkari came to an end and we returned to Skardu.

The Ambassador with the GM visited the office to meet with the staff members. The Ambassador was introduced to all staff members of AKRSP (B) and was briefed on each sections activities. The Ambassador later visited each section and showed a keen interest in each sections work and activities.

Visit to VO Zongkhor Kachura

We left for Zongkhor Kachura at 1730 hours and on the way saw government projects at Sookha Nala. it took an hour to arrive at the Zongkhor irrigation channel where on the slopes, VO has planted about 4,000 trees. Another short walk took us Zongkhor village where we visited the WO orchard. The orchard has been planted with apple trees and has numerous vegetable terraces. The Ambassador was specially impressed with the orchard boundary wall that was constructed by the WO. He lauded the efforts of the village to include women in the development process. On the way back, a brief meeting was held with the VO members. Ali who is the Manager of the VO, explained the progress made by the VO. The presentation was highly appreciated as it was done with the help of charts and graphs. Achievements made in the field of agriculture, livestock and forestry were explained. The VO has successfully adopted almost all AKRSP packages. It has adopted new vegetable varieties and is actively involved in urea straw treatment and silage preparation. On the recommendation of AKRSP, the VO has also procured an improved breed bull from FAO.

The Ambassador was extremely pleased with the progress made by the VO and presented a prize of Rs.50,000 to the VO on their excellent performance. VO members thanked the Ambassador for this generous support.

On this note, the Ambassador's visit to Baltistan came to an end and the guests returned to Shangrila and left for Gilgit the next day.

April 12-15, 1991

NOTE FOR THE RECORD

Subject: Meetings with Donors and Government Officials

- H.E. Mr. Alfred Vestring, German Ambassador.
- H.E. Mr. G. Price, Australian High Commissioner
- H.E. Mr. J.J. de Roos, Netherlands Ambassador
- H.E. Mr. Thomas o'Sullivan, CEC Representative.
- Mr. Tony Kirk, European Community
- Mr. Hans Teunissen, First Secretary (Dev), Netherlands.
- Mr. Pim Plantinga, First Secy (RD), Netherlands
- Ms Nicole Chartrand Tresch, First Secretary (Dev), Canadian High Commission
- Mr. M. Azam Khan, Chief Secretary, NWFP
- Mr. Sulaiman Ghani, Secretary P&D, NWFP
- Mr. Younus Khan, Secretary Finance NWFP
- Mr. Mueen Afzal, Addl. Secretary, Ministry of Finance
- Mr. Faheem Khan, J.S. External Finance, Ministry of Finance.
- Mr. Shahnawaz Khan, Assistant Chief, Planning Division
- Mr. Iftikhar Ahmad, Joint Secretary, KANA Division
- Mr. Twafiq Fehmi, Additional Secretary, EAD
- Mr. Faizur Rehman, S.O. EAD
- Mr. Alavi, S.O. EAD

Mr. Asghar Ali of the British High Commission had rung up SSK at Gilgit saying that the draft memorandum of understanding (MOU) between ODA and GoP was pending for a response from GoP since February and ODA (UK) had been sending telexes for a reply. SSK met Sulaiman Ghani at Peshawar and obtained the concurrence to the MOU by hand and delivered it to EAD at Islamabad. Similarly SSK had to pursue the matter with Ministry of Finance through Additional Secretary and Joint Secretary and with Planning Division through Assistant Chief (since Secretary Planning was away) to expedite the clearances and get it delivered to Faizur Rehman in EAD.

J.S.KANA delivered SSK a letter from EAD requesting for submission of the Astore project proposal in the prescribed NGO proforma. This had already been done a week earlier. Mr. Alavi of EAD confirmed receipt of the proforma and undertook to submit the case to the higher authorities for clearance of the proposal by the NGO Standing Committee of the Federal Secretaries, comprising Federal Secretaries of EAD, Finance, Planning, Education, Special Education and Population Welfare. Mr. Twafiq Fehmi, Additional Secretary EAD promised to get the proposal approved through circulation subject to Secretary's agreement. Secretary EAD Mr. Rafiq Akhund was busy with the IMF team and SSK could not see him.

The German Ambassador and Mrs. Vestring had invited the Shoaibs to a quiet supper. Mr. Vestring was keenly awaiting the GoP request for the Astore project for onward transmission to Bonn for approval. SSK promised to get it expedited.

The Dutch were apologetic about the delay in the approval of the grant which they were expecting any day. Teunissen who is scheduled to leave Pakistan by mid-July, promised to send a reminder to the Hague. He also thanked SSK for allowing participation of Darjat and Kulsoom in the discussion on the proposed health plan for Baltistan. He also gave a copy of the minutes of the discussion of the 4th consultative meeting on Baltistan Health Care Development to SSK. Teunissen also requested SSK for a copy of the AKRSP proposal for administering the micro-enterprise grant received through the WB. He also discussed with SSK the Dutch proposal for installation of micro-hydels in NWFP including Chitral district and showed an interest in extending the project to Northern Areas. He also informed SSK of the Dutch interest in financing the Northern Areas Drinking Water and Sanitation Investment Plan, as he expected savings from their allocation for the NWFP Investment Plan. SSK responded enthusiastically to the suggestion and explained the modalities of implementation suggested in the Investment Plan through LB&RD by using VOs as executing agencies and provision of technical services by AKRSP, at cost. SSK promised to sound the NA Administration on the subject. Teunissen plans to visit Gilgit from May 18 to 20.

The Dutch Ambassador expressed an interest in visiting Northern Areas in the month of June, as his last visit took place nearly three years ago.

SSK had called on the Australian High Commissioner to thank him for his donation to AKRSP. The High Commissioner responded positively to Australian technical assistance for AKRSP in developing technological packages, especially in the agricultural and livestock fields. He offered to discuss the details with the AKRSP technical staff during his forthcoming visit to Hunza, in the middle of June to inaugurate a project funded by the Australians through Rani of Hunza.

Tom Sullivan and Tony Kirk discussed the EC grant for AKRSP and SSK handed over a copy of the letter on the subject sent to Hakim and explained in detail the different components of the proposed cluster PPIs. Tony Kirk is expecting the management plan for the EC grant from Karachi incorporating AKES, AKHS and AKRSP components. The memorandum of understanding with GoP pertaining to the EC grant, is already under consideration of EAD. Tony expects a response after Eid holidays.

Tony responded positively to the idea of funding micro-hydels through EC NGO window to the extent of ECUs 300,000. He also plans to visit Gilgit from May 18 to 20.

Nicole Chartrand Tresch informed of the visit beginning Friday April 19 of Wendy Miller (replacement of Nicole) for ten days. She wanted AKF to organise a meeting of the AKRSP donors to discuss monitoring and evaluation issues. HF promised to do so in consultation with Nicole. She also hoped to hear the latest developments on the AKRSP CIDA grant, from Wendy.

In a telephone call, Federal Secretary, LG&RD requested SSK to arrange a visit to AKRSP of the Provincial Secretaries, LG&RD from May 20 to 23. He is expecting Prime Minister's orders on his summary, spelling out detailed proposals for initiating AKRSP-type pilot projects in the Provinces, within the next two weeks.

The Bangladesh High Commissioner on an Eid felicitation visit to SSK, expressed a desire to visit AKRSP, before leaving Pakistan (he is likely to go to China).

NOTE FOR RECORD

Subject: Meetings and Discussions at Islamabad February 12-13,1991

Mr. Ijlal Haider Zaidi Advisor to Prime Minister of Pakistan with status of Federal Minster.

Mr. Rafiq Akhund	Secretary, EAD
Mr. Twafiq Fehmi	Additional Secretary, EAD
Ms. Louise Marchand	Canadian High Commission
Mrs. Nicole Chartrand Tresch	Canadian High Commission
Sir Nicholas Barrington	British High Commissioner
Mr. Bob Marshall	British High Commission
Mr. Eberle	German Embassy
Mr. Hank Teunissen	Netherlands Embassy
Mr. Platinga	Netherlands Embassy
Ms. Rita Tesseler	Netherlands Embassy
Mr. Thomas Sullivan	European Community
Ms. Elizabeth Eie	NORAD
Dr. Pat Peterson	USAID
Mr. Hakim Feerasta	CEO, AKF

On return from London on February 11, an urgent call was waiting for SSK from the Canadian High Commission. Louise Marchand and Nicole Chartrand Tresch met SSK at the High Commission and conveyed an invitation to participate in a conference in Canada on March 19-20, 1991 sponsored by CIDA. They felt it was an important event and SSK was the only invitee from Pakistan. SSK promised to respond after consultations, as he found it a bit difficult to be away from Gilgit, so soon after his return from abroad. Since Bob felt that it was a conference of Canadian businessmen and according to Nazir Ladhani not of much consequence to the network or AKRSP, SSK subsequently declined the invitation from Gilgit.

Nicole assured SSK that the processing of AKRSP grant was proceeding without any hitch, the delay was due to the desk officer's preoccupation with some other matters in Ottawa. However there was a deep gloom over Canadian aid to Pakistan due to the turn of events because of the Gulf war. But she observed that the grant to AKRSP was most unlikely to be affected by these events.

During the visit to BMZ in Bonn SSK had been informed about the non-receipt of the Astore project proposal from EAD. At Islamabad SSK met Mr. Eberle at the German Embassy to check the status of the request and thereafter followed it up with meetings with Secretary and Additional Secretary EAD. Both of them promised to expedite the case. On arrival at Gilgit SSK received a letter from NA Administration requesting information on total donor aid received by AKRSP since 1983 for onward transmission to EAD. The information has been sent.

HF was on a visit to Islamabad and very kindly dropped in to see SSK and informed him about the queries raised on the Dutch grant and the financial arrangements proposed for the European Community assistance. He also urged SSK to contact NORAD who have some project funding available and are seeking good projects.

The meeting at Netherlands Embassy concentrated on clarification of the two queries raised by the headquarters on the Dutch grant. SSK explained the ratio of administrative and programme expenditures and also the projections for the credit programme and promised to send a written explanation from Gilgit for onward transmission to the headquarters at the Hague. The Embassy staff appeared very confident of the approval of the AKRSP grant.

Sir Nicholas Barrington was keen to know about SSK's meeting with HRH the Prince of Wales. SSK handed him a copy of the NFR of the meeting, when he met him at the High Commissioner's office. Bob Marshall replacement of Bob Leverington was also present.

SSK spoke to Tom Sullivan and Elizabeth Eie on phone. Tom seemed quite satisfied with the arrangements made so far about release of EC grant to AKRSP. Elizabeth Eie agreed to meet SSK on her next visit to Islamabad and also conveyed NORAD's no objection to the inclusion of Dr. Ghous Khattak in the Forestry Appraisal Mission provided the responsibility for writing of the report is taken up by Steve Bass.

The Canadians, the British, the Dutch and the Europeans were all very concerned with the earthquake damage and requested for sharing of the damage report, if available with AKRSP. Dr. Pat Peterson rang up SSK requesting for assistance in getting

information about the damage and help in enabling him and some of his staff to visit the affected areas. SSK understood from MuM that detailed information pertaining to earthquake damage had already been passed on by him to HF. SSK rang up HF requesting him to coordinate with the donors asking for sharing of information and help in visiting affected areas. HF kindly promised to do so.

SSK had asked for an appointment with the Advisor to Prime Minister in connection with obtaining permission for charter flights by AKF helicopters. HF informed SSK before the meeting that provisional permission has been promised by DG CAA. The Advisor discussed AKRSP and asked a brief note for discussion with the Prime Minister. SSK promised to do so on return to Gilgit.

c.c. Management Group (by circulation)
Chairman AKRSP BOD
General Manager AKF(G)

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

Subject: SSK's engagements in Islamabad
March 18 - 23, 1991.

On March 18, Michael Taymans, Chief Technical Adviser of Pak-Swiss Swabi Irrigated Agriculture Project (SIAP) came and met SSK at Islamabad, having failed to get to Gilgit due to cancellation of PIA flights and closure of the KKH because of landslides. Chris Gibbs also met him.

SIAP is operating in the Mardan SCARP area and is targeted to cover 100 villages in the next 3 years. Taymans requested for AKRSP assistance in training their staff in social organization and also making the services of a Senior Social Organizer available to SIAP for the next 3 years.

SSK suggested to Taymans to write about his requirements and AKRSP would try to help as far as possible.

Mr. Taymans also informed of the presence of a Swiss banker Mr. Markus Rudisuli on SIAP project staff, who CG and SSK thought could provide valuable consultancy to AKRSP on credit and banking. Mr. Taymans was willing to provide any assistance to AKRSP on reciprocal basis.

On March 19, SSK met Federal Secretary, Local Government and Rural Development and a separate NFR has been issued relating to the meeting.

SSK also contacted the German Embassy and talked to the Ambassador regarding the Astore Project. The Embassy is still awaiting a request from EAD. Both Secretary and Additional Secretary EAD were found to be out of country. Mr. Javid Akram, Joint Secretary EAD informed that the file is in the office of the Additional Secretary with whom Secretary has desired to discuss the case. Both are expected back by the 23rd March. Javid Akram has promised to keep SSK posted with the progress of the case.

The German Ambassador also informed SSK about a fresh spate of "fan mail" on the programme staff and made a copy available to SSK. Secretary Interior, Mr. Jamshed Burki, also mentioned about the receipt of the letter and offered to order an enquiry to trace the authors. The Dutch, The Canadians and the British also mentioned to SSK about this fresh wave of letters from Chitral. Mr. Vestring wanted to write back but gave up the idea on SSK's information that the persons alleged to have written the letter (Ex-MNA Ghafoor Shah and Major (Retd) Kushamdul Mulk) deny authorship. The DG FIA, Mr. Wajahat Latif advised ignoring the letters.

At Peter Dun's dinner, in honour of Alex Archbold, Head South Asia Desk, ODA, Louise Marchand informed SSK of the smooth processing of the CIDA grant for AKRSP. She also confirmed Wendy Miller's assignment to Islamabad to replace Nicole Chartrand-Tresch. At the same dinner, Thomas O'Sullivan informed of the final touches being given by Brussels to the agreement for EC grant to AKRSP, AKES and AKHS. Alex Archbold is looking forward to her visit to the Programme area in June with Tim Lancaster, the Permanent Secretary ODA.

Aban Marker and Mark Halle met SSK at the AKF office having failed to get to Skardu either on March 18 or 19. SSK assured them of AKRSP's desire to have a five year collaboration with IUCN on the forestry programme and no objection to IUCN's obtaining funds separately for technical assistance and consultancies, so long as it does not involve AKRSP making a request through government channels.

Steven Edwards' forthcoming consultancy on conservation of wildlife was also discussed along with the relationship with WWF. Aban agreed to arrange a meeting with Syed Babar Ali on April 3, on the occasion of the final meeting of the NCS Steering Committee at Islamabad, to discuss AKRSP-IUCN-WWF collaboration in the field of wildlife conservation in the programme area including Bar Valley and the Khunjerab National Park.

Mr. Sadruddin Hashwani's dinner in honour of Citibank Executives was a gala affair on the night of March 21 at Holiday Inn. Most of the Federal Secretaries were there besides Ministers, MNAs and local elite.

Mr. Lalit Gudamunne of WWF hosted a dinner for SSK on March 22 (Friday) where the Sri Lankan High Commissioner and the FAO Representative discussed AKRSP with great interest. The FAO Representative expressed a desire for greater collaboration between UNDP-FAO project in Gilgit and AKRSP. He also offered the services of a Yugoslav Fisheries Expert to develop trout and ornamental fishes in the Northern Areas.

Mr. V.A. Jaffrey, who is planning to shift to Karachi, hosted a quiet dinner for SSK on the night of March 23 (public holiday) and reminiscenced about his visit to AKRSP and praised its achievements.

c.c. Management Group
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

June 25-27, 1991

NOTE FOR THE RECORD

Subject: Meetings and visits at Islamabad.

Participants:

- Mr. A.A. Neseem, Secretary Ministry of LG & RD
- Mr. Shamsher Ali Khan, Administrator, Islamabad.
- Mr. Jamshed Burki, Secretary Interior.
- Joint Secretary, Ministry of LG & RD.

Secretary, Ministry of LG&RD conveyed the approval of the Prime Minister to the formation of Rural Support Corporations for the Federal Capital Territory and the Provinces of Punjab and Sind in addition to NWFP and Baluchistan where such Corporations already exist with funding from the Tameer-e-Watan Programme of the government for the next four years. The Secretary intends to write to the Chairman, AKRSP Board of Directors for the assistance needed from AKRSP in setting up the Rural Support Corporations.

The Secretary Interior very kindly agreed to extend the visa of the Australian Volunteer Jean Arnold upto 31.12.1992, which had earlier been rejected, on the grounds that her initial three-month visa issued in Australia, was obtained for missionary work - voluntary work was unfortunately considered synonymous with missionary work by the visa authorities.

SSK hosted a farewell dinner for Ms Nicole Chartrand Tresch of the Canadian High Commission and Mr. Hans Teunissen of the Netherlands Embassy. Both are leaving Pakistan for Kenya and Zambia respectively after their tenure of duty as First Secretary (Development) in their embassies. Both supported AKRSP over a period of past 4-5 years and played an active role in securing donations for the next phase of AKRSP. AKRSP is going to miss them. Nicole informed about the approval of CIDA grant for AKRSP by the Canadian Minister.

Eberhard Halbach of the KAF rang up SSK to inform him about the approval of budget grant for KAF by the Federal Government of Germany and expected allocation of funds (DM 400,000) for the current year to AKRSP soon. Halbach is also leaving for Colombo and his successor is planning to visit Northern Areas from July 14-18 on an orientation visit.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

Subject: Presentation on AKRSP to European Parliamentarians on November 1, 1991 at Holiday Inn, Islamabad.

Tony Kirk, Development Counsellor of the Commission for European Communities at Islamabad, who was on a field trip to Chitral informed SSK of his reasons to return to Islamabad. because of the visit of the European Parliamentarians to Pakistan from November 1 to 4, 1991. On SSK's request, he agreed to try to arrange a presentation on AKRSP during the parliamentarians stay at Islamabad.

The presentation, comprising showing of the First Harvest and a brief discussion, due to other prearranged engagements, took place a few hours after arrival of the group and before their first official engagement. The group comprised eight Parliamentarians with Mr. George Stevenson of UK as the leader. The Chairman, AKRSP BOD, Mr. Ramzan Merchant, who happened to be in town in connection with HH's visit to Pakistan, very kindly agreed, on SSK's request, to attend the presentation.

The Parliamentarians appreciated the AKRSP strategy and evinced interest in the transfer of technology to the villagers and the credit programmes. *Tony Kirk in his introduction, observed that the film was a PR effort but his visit to Chitral proved that the real thing far surpasses the video presentation.*

c.c. Management Group
Chairman, AKRSP BOD
General Manager, AKF Geneva.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

Subject: Government-Donors Dialogue on Social Action Programme (SAP).

The dialogue took place at Islamabad on October 28 in the Planning Division auditorium, as per agenda (attached), and was well attended. Detailed minutes are being issued by the SAP Secretariat.

The Finance Minister made the first statement followed by Secretary Planning, Additional Chief Secretaries (Development), Baluchistan, NWFP, Sind, Punjab, World Bank, UNDP and UNICEF. In the discussion, most of the donors and Federal Secretaries, Population and Rural Development also participated. Mr. Sartaj Aziz, who was presiding the meeting, called upon SSK to present the NGO point of view on the subject. SSK emphasized the importance of institution building at grassroots level to ensure meaningful community participation and involvement, which all the previous speakers highlighted as a sine quo non for effective implementation of SAP. The Finance Minister made a plea for establishment of an Aga Khan Rural Bank, which should have headquarters in Islamabad with branches in each district, to undertake AKRSP type work in the whole of Pakistan. He offered, on behalf of GoP to participate in the venture by making a portion of the seed capital available.

The impression, one gathered from the dialogue was that GoP was seriously concerned and was almost ashamed that their development performance in the social sector, has been so dismal over the four decades, despite impressive economic growth. There seemed a strong realization that without improved performance in literacy, population control and health through preventive measures, such as, drinking water, better nutrition etc., the donors would be unwilling to commit additional resources at the next consortium meeting in May 1992. The GoP seems to be racing against time to come up with a SAP which the donors would bite.

c.c. Management Group
Chairman, AKRSP BOD
General Manager, AKF Geneva

RESTRICTED

NOTE FOR THE RECORD[17]

Subject: Bilateral Aid for NGOs - Trials and Tribulations.

The Astore Project for German funding was hand delivered to EAD by SSK on December 23, 1990, duly recommended by the Northern Areas Administration and the Ministry of Kashmir Affairs and Northern Affairs which had involved personal meetings with Development Commissioner, NAs and Secretary KANA, who also had to take Minister KANA's approval. It sat in the EAD till middle of February when SSK returned from leave and met the Secretary EAD and got it activated. It took another visit to the Secretary and three visits to the Additional Secretary to discover that the proposal should have been submitted in the prescribed proforma for consideration of the Federal Secretaries (Economic Affairs, Finance, Planning, Education, Health, Special Education and Social Welfare and Population Welfare) Committee on NGOs. Contacts had now to be made by SSK with Joint Secretary and Section Officer concerned. This all involves (in case you had not known the person from before) a very cold shoulder. In case of the agreement on the ODA Memorandum of Understanding, the office concerned of one of the Ministries was downright rude because SSK's approach to the Secretary was interpreted as a complaint against him. SSK had to approach the Secretary the British High Commission was getting restive as the date of signing of the agreement by His Highness and ODA Minister was only a few days away. Well! back to the Astore Project. After the submission of the project in the prescribed proforma, the file travelled from the SO to DS to JS to Additional Secretary to Secretary and a decision was taken, on the suggestion of the JS, contrary to the recommendation of the SO and DS and SSK's understanding with the Additional Secretary, that the case should be put up in the next meeting of the Federal Secretaries Committee. The Committee seldom meets because it is very difficult to get a convenient date for the meeting from all Secretaries. The Additional Secretary had agreed that he would get the proposal approved through circulation. While SSK was pondering on the next step, he discovered that the new Joint Secretary in EAD, was none else than one of his former probationers. SSK met him and things started moving fast. The SO[18] and the Secretary were both scheduled to leave the country by May 24. It was already May 9th. The SO suggested that if sufficient copies of the proposal could be made available, he would send copies to the Federal Secretaries simultaneously for getting their approval. AS SSK was proceeding to Karachi and Manila, he asked AAD to ensure supply of copies of the Project to the SO concerned. SSK returned to Gilgit on May 18 and on a visit to Islamabad on May 21, discovered that but for Health and Education Secretaries, all others had sent their approval. The Education Secretary was scheduled to visit Northern Areas on AKF helicopter on May 23. SSK tried to contact him but he was away from his office. SSK met the Health Secretary who felt he had already cleared the case but in any case, asked his Director General to send to EAD if not already done. It was May 22. SSK met Secretary EAD at the TVO meeting and reminded him about the Astore case. May 23 came and JS, EAD informed SSK when he met him at his office that but for Health, all others had approved the proposal. SSK rushed to Ministry of Health (fortunately it is located in the same block as EAD) and met DG Health, who had that morning obtained Health Secretary's approval on the file and sent it to his Deputy for issuance of the letter to EAD. SSK was also told by the PS to Secretary Health that JS EAD had been chasing the case. SSK obtained the letter from the Deputy Director General and hand delivered it to JS EAD. By one'o clock, when SSK revisited EAD after his meeting at the Ministry of Local Government and Rural Development, the much sought after letter was ready with the SO, who on SSK's request also endorsed the letter (copy attached) to German Development Counsellor. By five minutes past two o' clock, when SSK reached the gate of the German Embassy, the Development Counsellor was driving out of the embassy. Seeing SSK, he stopped the car and took the letter and commented that the letter was very timely as the German Mission on Development Aid was due next week and he would do his best to get the Astore project included in the German aid portfolio for Pakistan.

Secretary, Ministry of Kashmir Affairs and Northern Affairs rang up SSK at Chitral on May 26 giving the news that the Astore Project has been approved. SSK thanked him profusely, without giving a hint what he had been through in getting the approval.[19]

c.c. Management Group (By circulation)/RPOC/RPOB
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

17. One wonders after reading this note if our administrative system has been designed to deliver or not to deliver.
18. System delivers when you have the right connection at the right time. It is patronage in the guise of civil service. New bottle has not been able to change the old wine.
19. SSK's work is clear evidence of the saying that success is 1% inspiration and 99% perspiration.

NOTE FOR THE RECORD

By Shoaib Sultan Khan

Subject: Luncheon for British MPs by the Speaker of the National Assembly.

On the invitation of Mr. Miraj Khalid, Speaker National Assembly of Pakistan, I attended a luncheon given in honour of a group of British MPs, Sir John Wheeler, Tom Cox and Neil Thoran.

Sir Nicholas Barrington, the British High Commissioner in Pakistan was also present and in a conversation, he informed me that he has written a letter to Mr. V.A. Jafarey, Adviser to the Prime Minister for expediting EAD request to ODA for the next 5-year grant to AKRSP. Sir Nicholas Barrington is also planning to visit Chitral along with an advance party, for finalizing arrangements of the Princess of Wales' visit. He requested for meetings with the Commandant, Chitral Scouts and ex-Mehtar of Chitral. Commissioner, Malakand Division Mr. Shakil Durrani has already agreed to accompany the High Commissioner to Chitral.

c.c. Management Group/FS
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
June 28, 1992

Subject: **German assistance for NPPHC.**

At an exhibition (invitation attached) arranged by the German Embassy, the Ambassador Mr. Alfred Vestering expressed disappointment and dismay at non-inclusion by EAD of the Health Project, in the agenda of the forthcoming Pak-German bilateral talks, due to take place at Islamabad from July 6-8, 1992. The ambassador requested me to use my good offices in the matter.

The following day I called on the Secretary EAD (Mr. Rafiq Akhund) and Joint Secretary Mr. Sikandar Jamali. The file was dug up and orders had already been passed to put it up in the next meeting of the Federal Secretaries Standing Committee. Unfortunately the Committee has only met twice in the last two years and no meeting was scheduled in foreseeable future. Mr. Akhund agreed to get the proposal approved by the committee, through circulation. Jamali has promised to do his utmost to get the approvals before the bilateral talks. Let us keep our fingers crossed and hope for the best.

c.c. **Chairman, AKRSP Board of Directors.**
General Manager, AKF Geneva.
Mr. Steve Rasmaussen, GM NPPHC, Gilgit.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
February 23, 1992

Subject: Visit of CIDA Auditors and AKRSP Joint Monitoring.

In meetings at Islamabad on February 18 and 19, 1992, Ms Louise Merchand, Development Counsellor, Canadian High Commission and Anne Woodbridge (deputizing Wendy Miller who is on maternity leave till August 1992) explained that the Auditors Ms Esther Stern(Education and Linguistics Expert) and Wendy, an Accountant, from the Canadian Auditor General's Office are on a visit to Pakistan for auditing of CIDA aided projects (detailed programme attached) including AKRSP from March 10-12, 1992.

The auditors not only want to trace the utilization of CIDA funds but are more interested in beneficiary reactions and field visits. In EAD, according to Louise, an impression was given to the Auditors, that AKRSP was in receipt of funds in excess of its needs. Louise was keen that the auditors should be given an exposure to counter-act this impression. She also suggested furnishing of documents, reports, in addition to the regular reports and bank evaluation which the auditors had already seen, in advance of the visit, to enable the auditors to get the most out of their brief visit to the Northern Areas.

At SSK's behest, the auditors' visit to Northern Areas was increased by a day instead of being confined to only 11th and 12th of March.

The Canadian expressed concern about Pakistan's performance both in the social and the economic sectors. In their view, the current status of the Social Action Programme (SAP) was far from satisfactory. It lacked a policy frame-work and a dialogue of obstacles and problems faced by the sector. Presently all that the programme contained was a shopping list and the request to donors for additional resources to implement the programme, without any effort at reallocation of existing resources to meet some of the SAP needs. In addition, unlike previous years, Pakistan is likely to come under criticism in the Consortium meeting on its economic performance which in previous years, was always commended. The donors feel that the current performance is lousy and in medium and long terms, not sustainable.

On the question of the appointment of Donor Liaison Officer (DLO), Anne, who had attended the last Donor Liaison Group (DLG) meeting, stated that the ODA expressed reservation on the basis of their established practice that the beneficiary programme should not make an appointment pertaining to monitoring of the programme. SSK explained the background and the reasons for the proposal and informed the Canadians that Maliha Husein could be appointed and made responsible to the DLG instead of AKRSP. SSK also cautioned the Canadians against creating a tier between Donors and AKRSP which might prove a bottleneck instead of facilitating information between the two. A similar discussion took place between SSK and Ms Brouwer (First Secretary Development of the Netherlands Embassy) on the subject. Both the Canadians and the Dutch sympathized with AKRSP's point of view and promised to ensure that any arrangement in this regard, should not be counter-productive.

Ms Brouwer also raised issues pertaining to Education and Health Sectors. She wanted to know the follow-up action taken on the Tracer Study and the prospects of health initiative in Baltistan. She was glad that AKHS has finally agreed to take the leading role but was distressed at the reaction of the other NGOs in Baltistan and also the government to this proposal. She was thinking of associating a Dutch NGO as a counter-part of the local NGOs to initiate the programme in Baltistan. She had been trying to contact Dr. Kazmi in this regard. SSK informed of Dr.Kazmi's shifting to Islamabad of which Mrs.Brouwer was not aware of.

c.c. Management Group
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

To: Mr. Ramzan Merchant
c.c. Section Heads
General Manager, AKF Geneva Chief Executive Officer AKF Canada

From: Shoaib Sultan Khan

Subject: Visit of Canadian Auditor General's Team

Date: March 14, 1992

This is an interim note. A detailed note for record will follow.

The two auditors (M/s Esther Stern and Wendy Louschiuk) were accompanied by Maggie Peterson of CIDA Ottawa. The Team arrived Gilgit by helicopter on March 10, 1992 at 1000 hours and undertook field visits to VOs/WOs Soust, Morkhon, Galapan, Khaiber, Gulmit, Gooz, Pari, Sultanabad and Mohammad Abad. The team also held a preliminary session and a detailed debriefing session with the section heads. They also visited the Human Resource Development Institute and gave away the certificates to the participants of Hatchery Development Course in which men and women from Baltistan were also participating. The Team could not go to Skardu due to bad weather. In fact they had to stay an extra day after the helicopter turned back from Pattan on March 12 due to inclement weather. This resulted in Wendy's missing her flight to London on the morning of March 13, 1992.

Ms Stern explaining the purpose of the visit, stated that the Team wanted to assess what value the Canadians were getting for their money? What made CIDA to support AKRSP? What criteria is being applied to judge the success of the programme and if it really was successful, what sort of design and planning have led to this success?

After the field visits and extensive discussions with beneficiaries, in particular with women, Ms Stern in the debriefing session observed that she was sceptical before the visit on two counts, firstly she did feel that there must be something wrong somewhere and it could not be the almost perfect project that it was being presented and secondly the mountains of data prepared on the programme, left her wondering if the effort and time could not have been better utilised in the field by the staff. She admitted that at the end of the visit, she was still looking for the imperfections and that she had a better understanding of how the data has got accumulated and of what value it was. Her immediate reaction was of being "overwhelmed" by what she saw and heard in the last two days. This was the first of the ten projects she had visited in Pakistan, where she was able to meet and talk to the beneficiaries.

She was also able to get a feedback from the women,in view of the World Bank's criticism in 1989 evaluation that AKRSP's interventions had increased their workload and thus worsened their situation. Everywhere the response from women was that they did not mind the increase in workload because it has resulted in increased income and Ms Stern observed the prosperity this has brought to women.

Ms Louschiuk attributed AKRSP's success to its sensitivity to the human impulse and consequent response to the satisfaction of the beneficiaries human development and she wanted to know how AKRSP does it and why other project don't. She wished to have come here first, before going to other projects.[20]

Ms Stern wanted to know about innovations AKRSP has to create to avoid stagnation and expressed surprise at CIDA documents pertaining to AKRSP Phase II (1987-89) stating that Phase III of AKRSP would enable the programme to phase out with a nominal donor grant. Maggie Peterson explained the confusion about the definition and duration of different phase of AKRSP. I explained the vision of the successor institutions taking over the current functions of AKRSP by the end of the current grant period.

In discussion both members seemed to give a very positive feedback about AKRSP. Ms Stern even mentioned about the misperception of some of the government representatives, she met at Islamabad, about AKRSP's coverage of sects, availability of funds and replicability She also met many government people and others who spoke highly of AKRSP. She requested MER for a list of initiatives attempting to copy AKRSP and studies showing cost benefit analyses.

Ms Peterson felt that there was a distinctively discernible change in their attitude towards development initiatives after the AKRSP visit. Ms Stern discussed with me at length, the approach adopted by donors and especially by CIDA. I recounted how during my 15 years of association with international development at Mahawele and Pakistan, I found CIDA in the forefront supporting innovative initiatives and it would be a pity if the change in development policy deprives CIDA of the flexibility to remain the torch-bearer in this field

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THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

To:	Mr. Ramzan Merchant
c.c.	Mr. Robert d'Arcy Shaw
From:	Shoaib Sultan Khan
Subject:	Rural Bank
Date:	February 22, 1992

20 i think you disclosed the secret by saying that you don't replicate a program you replicate the people. In a nutshell it depends on choice of the program leader.

The Finance Minister, Mr. Sartaj Aziz met me at a marriage dinner at Islamabad on February 19 and enquired about the progress of the proposal pertaining to Rural Bank which he had raised with His Highness and discussed with Bill Robinson. On my informing him the progress we were making in establishing a financial institution in Northern Areas, Mr. Sartaj Aziz felt that it would be more practical and effective if the bank is established with headquarters at Islamabad and its branches in the districts including the districts of Northern Areas. He expressed the view that replication of AKRSP through the mechanism of the bank, would be much more acceptable and speedy.

I explained that without first fostering a frame-work of grassroots institutions, in the shape of Village Organizations, the Rural Bank would not be able to achieve its objective of providing services to small farmers or creating accessibility to credit for small farmers. The Finance Minister felt that Social Organization Division or Enterprise Development Division, could be components of the rural bank. The Minister asked me to develop a proposal on these lines to which he would like to add his own suggestion and recommendations for submission to HH for consideration. He gave the impression of finalizing something for incorporation in his budget speech due in June next.

As discussed on telephone, I would greatly appreciate, if on your next visit to Islamabad, you may like to meet the Minister. I shall make myself available, if so desired.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
September 11, 1992

Subject: Poverty Alleviation Commission and other meetings at Islamabad ... September 2-6, 1992.

The discussion sessions of the Commission took place at Holiday Inn, every day from September 2 to 5, including a session with the Federal Minister for Finance and Planning (Mr. Sartaj Aziz) and a call on the President of Pakistan. The main theme of the Federal Minister's talk was expansion of AKRSP approach through NRSP.

The final draft of the Commission's report is scheduled to be discussed at Sri Lanka from October 25 to 31, 1992 including a session with the President of Sri Lanka (current Chairman of SAARC) on October 30, 1992.

The other meetings I had at Islamabad were with Mr. Iseman, Director, World Bank (South Asia REgion), Mr. Dahl, representative NORAD and NRSP Board of Directors, besides a meeting with Louise Marchand and the Canadian High Commissioner.

Both Mr. Iseman and Mr. Dahl were keen to know the status of SAP in view of GoP's recent decision to implement it through community involvement by fostering a framework of grassroots institutions. Mr. Iseman was apprehensive that this may not be used as an excuse by GoP for non-provision of funds for SAP. I explained to Mr. Iseman that the linkage was only coincidental because the fostering of a framework of grassroots institutions in the rural countryside by GoP was linked with both economic and social development at village level and GoP's decision to allocate funds for institution building, independent of the SAP was going to ensure better implementation of the social sector programmes.

The NRSP BOD had convened an emergent meeting to consider GoP's offer of Rs.1,000 million to implement a grassroots institution building programme countrywide. The Board gratefully accepted the offer.

c.c. Section Heads
Chairman, AKRSP BOD
General Manager, AKF Geneva.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
October 3, 1992

Subject: Meeting of the Multi-donor Support Unit for SAP on September 29, 1992 at the World Bank, Islamabad.

The initiative to organize the meeting, was taken by the World Bank vide note of the meeting and the list of invitees (enclosed). Almost everyone came and the session lasted two hours. This was a sequel to my previous meeting with the Director of the World Bank, when he was on a visit to Pakistan in early September.

The donor group was keen to know the nature, structure and government controls on NRSP, in view of the fact that the funding was being provided by GoP. They also were anxious to know NRSP's linkages with SAP, as the release of the second instalment of SAP to the provincial governments, has been made dependent on the provinces coming up with mechanics and modalities of involving communities in implementation of SAP.

We explained that NRSP was a means and a vehicle for implementing SAP amongst other activities, interventions and projects. However, institution building cannot be done overnight, hence GoP decided to implement SAP through village organizations, wherever these exist. For areas not yet covered by VOs, interim arrangements shall be made to involve the communities, which shall be replaced by the more sustainable and effective community involvement system of VOs.

The donors discerned in this decision a fundamental change of approach towards implementation of grassroots programme by GoP.

The donors welcomed the NRSP initiative and advocated a change in attitude and approach of donors in line with the GoP transformation.

c.c. Section Heads/RPOs
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
October 3, 1992

Subject: Visit to rain affected areas in Gilgit district.

In view of PM's announcement of a grant of Rs. fifty million for rehabilitation of damaged irrigation channels, through AKRSP, by the village organizations, HWK and SSK undertook a damage survey reconnaissance tour of the Gilgit and Ghizar districts, by helicopter.

Our first landing was at Chapursan, where ten persons had lost their lives when they had gone to rescue four shepherds in the high pastures. They were all caught under a landslide killing ten of a party of twelve. Flying over the nine villages of the valley from Yarzrich to Zodkhun, situated at an altitude of over 10,000 feet, the area appeared remarkably unscathed by the unprecedented havoc caused by rain only three weeks back. Life appeared so normal as if nothing had ever happened. The harvest was lying stacked in the fields and the water was flowing in most of the channels in the flat ground. We landed next to the Shehrsabz school, which was in session and soon a few villagers gathered including Ali Akbar, an activist of the area. He complained for our late arrival to the valley after the visits of the Regional Council, N.A. Administrator and the N.A. Councillor. We explained that AKRSP is not equipped to deal with emergency relief and aid, whereas the other agencies are. Now that we have been given a specific task falling within our mandate, we have come at the earliest opportunity and also to offer our sympathies and condolences at the loss of precious lives. HWK gave the channel assessment damage forms to the activist, with the request to get these filled up by all the Managers and sent to the local Social Organizer by October 5, at the latest. The villagers promised to do so and urged more frequent visits to their valley by us and especially by the S.O.

Our second landing was at Soust, where we were met by the S.O. Mansur. A rather unimaginative nincompoop who seemed to have no initiative of his own. Since September 16, he had been sitting idle (granted that the roads were blocked and his vehicle was stranded at Gilgit) and did nothing to find out how the VOs were. On HWK's query, his naive response was that he was awaiting instructions from headquarters, when he was fully aware that the headquarters was totally cut off either by road or by telephone. HWK gave him the form to get the damage assessment done from the VO managers quickly. We also picked a couple of stranded passengers from Soust who had come from China two weeks earlier. The road to Khunjarab was still blocked and so was the road between Shishkat and Aliabad. We also picked up the AKES guests from Khaiber, whom we had dropped on our way to Chapurson and all of them disembarked at Karimabad.

Our third landing was at Broshal Hoper in Nagar where a large number of villagers gathered, including VO office bearers and the Chairman of the Union Council. We explained to them the background of PM's announcement and the responsibility of the VOs to undertake the rehabilitation work with greatest of care and diligence. The need for accurate assessment of damage was also emphasized. It was also explained that this was the first step in PM's grand design of entrusting all grassroots level development responsibility to the VOs including the social sector interventions, encompassing even the monitoring and supervision of such activities. The villagers assured their full cooperation in the matter and expressed willingness to undertake the responsibilities of monitoring and supervision.

Our fourth landing was at one of the most isolated villages in Gilgit district, namely, Hispar. There are 120 families living in the village. Both Broshal and Hispar are cut off from the rest of the district. Broshal due to damage to the road and Hispar has no road as yet like Shimshal. But here again things looked very normal from above, as if, there was no devastation. The people, however, painted a horrendous tale of the happenings and the extensive damage caused by the unprecedented rains. Obviously it would need close scrutiny to assess the true and real extent of damage to the irrigation channels. Both Hispar and Hoper had not been visited by any other agency.

Our fifth landing was back at Gilgit for refuelling, whereafter, we flew to Barkulti. All the cluster activists greeted us and presented us with their assessment of the damage to irrigation channels in the Yasin and Thoi valleys from Gupis to Darkut. On hearing the news on the radio about PM's announcement, the Field Accountant Abdullah Baig had taken the initiative to activate the VO/cluster activists. What a contrast from Soust, where SO awaited instructions from the headquarters. HWK suggested the use of VO activists by NRSP during winter months. It seemed an excellent idea to overcome the lack of trained staff at NRSP. The villagers promised to fill in the damage assessment forms latest by October 5, 1992.

Our sixth and the last landing of the day was at Phandar, where cluster activists of 16 VOs had assembled. They gave us the details of the damage caused to their irrigation channels and how many days it took them to repair these. They had already

done most of the work. We gave them the forms and discussed other issues also, such as, their idea of the valley corporation for marketing their produce and dealings in consumer goods.

We returned to Gilgit late in the evening after a day, in which we covered from one corner of Gilgit district bordering with Wakhan corridor to the extreme corner of Ghizar district touching Pamirs and the Afghan side. Thanks to the helicopter. By road this should have taken over 10 days and left us totally exhausted for the next few days.

c.c. Section Heads/RPOs
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
July 19, 1992

Subject: Dhaka Meeting of the SAARC Independent Commission on Poverty Alleviation July 7-13, 1992.

Like Colombo and New Delhi, the Commission interacted with the President of Bangladesh and Ministers of Planning and Establishment.

The deliberations of the Commission in India as contained in the attached paper (Executive Summary etc.) were further discussed and refined and consensus was reached on the format, length and executive summary for the heads of states. A press note issued by the Commission at the end of the meeting is enclosed.

The Commission also decided to have an additional meeting at Islamabad from September 1 to 7, 1992, before finalizing the report at Colombo at the end of October for submission to SAARC summit at Dhaka in December 1992. President Premadasa intends to take the executive summary of the Commission's report to each head of state personally in early November, to canvass their support at the summit.

The highlight of the Dhaka meeting was a daylong visit to BRAC projects in Manikganj district, which everyone found most impressive. Dr. Wignarajah, vice-chairman of the Commission, made an observation to the effect that AKRSP was a marriage between BRAC and Grameen. The Indian Commissioner, Mr. Venugopal felt that the institution building in the AKRSP strategy was the missing link in most of the Indian poverty alleviation programmes. A consensus was reached that social mobilisation and empowerment of the poor was a sine quo non for poverty eradication and it cannot be achieved without investment in organization, as demonstrated by AKRSP. This investment comprised both setting up of a support organization for fostering a framework of grassroots institutions, as well as subsidy for the village organization. The structure of the support organization would depend on the local conditions obtaining in the countries concerned.

At the invitation of the Chairman, AKF Bangladesh, I took time off during lunch break to have a luncheon session with some of the members and CEO of AKF, at their office. They evinced keen interest in AKRSP and its progress.

In the official circles, I found tremendous interest in extension and expansion of AKF activities in Bangladesh.

The High Commissioner for Pakistan in Bangladesh, Mr. Anwar Kamal not only hosted a dinner in my honor to which he invited a number of my students, most of whom have reached the level of Secretary to Government of Bangladesh, but at another farewell dinner for the local UNICEF representative, he showed the video First Harvest which was greatly appreciated. He also informed me that during his last visit to Bhutan, he made a copy of the video available to the King of Bhutan.

c.c. Section Heads
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

5. A summary of observations and suggestions made by H.E. Narasimha Rao, Prime Minister of India, during the discussion with Members of the Poverty Commission

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The Members of the Poverty Commission had an opportunity for an interaction with H.E. Narasimha Rao, Prime Minister of India on 28th May. During the course of the discussion, the Prime Minister made a number of suggestions in elaboration of the Terms of Reference of the Commission. These have been summarised as follows by Mr. K.R. Venugopal, Commission Member.

The Prime Minister requested the SAARC Commissioners to focus on the question as to what they should do practically and concretely to lessen poverty. He pointed out that it has been suggested that for the next 10 years perhaps the results of the policies of liberalization may go to the better-off sections of the people. While this was certainly not our intention it only underscores the need to mobilise resources that are scarce, in favor of the poor.

Calling upon the Commissioners to give the leadership in SAARC countries some new and fresh solutions to the problems of poverty, the Prime Minister said that SAARC countries can then choose from such solutions depending upon their applicability to individual countries. He stressed the importance of mobilisation as a strategy to bring the poor into the main stream. Pointing

out that we were dealing with human beings and not with abstract concepts, the Prime Minister stressed the importance of compassion to which one of the Commissioners had referred in the context of the culture of the SAARC nations.

The Prime Minister pointed out the need for the SAARC nations to concentrate the problems, which were common to all the SAARC nations and mentioned that poverty was the most common problem of the region and in dealing with it, all of us can and should cooperate without any reservation.

The Prime Minister concluded the discussions with the SAARC Commissioners by laying stress on the need for the Commission to suggest concrete practical measures on which action was possible.

Chapter 5

Advocacy abroad

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January 25 and 26, 1984

Brief note on the activities of the GM AKRSP during his visit to the U.S.A.

Place of visit: UNICEF Headquarters

Visited the following:

1. Mr. V. Tarzie Vittachi, Deputy Executive Director
2. Mr. Manou Assadi, Director Programme
3. Miss Emi Watanabe, Funds Division
4. Mr. Kunio Waki, Head Asia Desk
5. Mr. Hans Narula, Head Middle East Desk
6. Mr. Michael Corbett, Chief Recruitment Division
7. Mr. Hyeternan, Director Recruitment.

The meeting with Mr. Manou Assadi at lunch was a very productive one. He enquired about the collaboration between UNICEF and AKRSP and suggested more active involvement of the two agencies. He proposed bringing the new UNICEF Representative, who is likely to take over his duties in March 1984 in Islamabad, to Gilgit and explore avenue for more meaningful collaboration between AKRSP and UNICEF.

In the meeting with Mr. Vittachi who explained the main features of the Child Survival and Development Revolution (CSRD) and Growth Monitoring Chart, Oral Dehydration, Breast Feeding and Immunization (GOBI). He was very keen to try some of the techniques developed for these two strategies in the Northern Areas and supported Manou Assadi's plea for a more active cooperation and collaboration between UNICEF and AKRSP.

January 27, 194 - Breakfast meeting with IIRR

Mr. Taj Mitha (TM), Executive Vice President, Aga Khan Foundation (USA) took the GM to the Hilton to begin the first of the series of meetings scheduled for the day with the representatives of the International Institute of Rural Reconstruction (IIRR). The meeting began at 0830 hours at breakfast table and besides the GM and TM included Mrs. Ping Sheng Chin, Vice President of the IIRR and Dr. John Flavier, President of IIRR. The discussion centered on different approaches to rural development and the GM explained the main features of the AKRSP. Dr. Flavier and Mrs. Chin suggested exchange of visits between IIRR and AKRSP. Dr. Flavier was more candid and observed that probably there would be little that IIRR has to offer to AKRSP but that there was a lot that IIRR could learn from the AKRSP experience. The GM and TM welcomed collaboration between the two institutions in principle and it was agreed that there would be exchange visits between IIRR and AKRSP. The initiative in this regard will be taken by IIRR and they would inform TM as to the time of their visits to AKRSP.

Dr. Flavier struck the GM as a very sincere and keen person.

Visit to Ford Foundation 1030-1200 hours

Mr. Peter Geitner (PG) and Mr. Roberto Lenton (RL) received us at the Ford Foundation and agreed to give us enough time to see the slide presentation on AKRSP. PG asked questions pertaining to the common features between AKRSP approach and the Comilla approach and the vision of the AKRSP in terms of establishing a structure like the Thana Training and Development Centre and the differences if any between these two structures. The GM explained the commonality between the two programmes and observed that the basic principles were the same as neither Comilla or AKRSP can lay any claim to something new what these two programmes have done is only to pick up successful components of rural development programmes and adapted these to the local conditions. In the adaptation process, as far as, the Gilgit or Northern Areas situation is concerned, the GM explained that TTDC model would not be strictly applicable because of the geographical conditions and the situation of the villages in remote and isolated areas. The structure, above the VOs, being fostered comprises a cluster of villages with an organisation to sustain these clusters at Gilgit, which would in due course of time take the place of the AKRSP i.e. AKRSP Management Group.

TM was very pleased with the meeting and specially with the fact that Mr. Geitnerm who had earlier expressed some reservations about the programme, was able to give us so much time and gave us the opportunity to explain the programme in greater detail.

TM expected us to submit a first class project proposal which would be saleable to Ford Foundation for a long term assistance to the programme. In a subsequent discussion with Bob Shaw, it was agreed that Bob will discuss with Taj and let us know about the nature of the project proposal TM has in mind.

Visit to Rockfeller Brothers Fund ... 1530-1730 hours

This meeting took place with Mr. Russel Phillips, the Vice-President of the Fund. Mr. Phillips enquired about the programme and greatly commended the progress reports. He was keen that we should establish some type of collaborative relationship with the IIRR of which Mr. Phillips is also one of the trustees. After this meeting, TM was of the view that if we could prepare a project proposal for the fund. He was very optimistic that the Rockfeller Brothers Fund will be keen to help us. In this regard also Bob agreed to discuss with TM and let us know the guidelines for the preparation of the project proposal.

Presentation to the community at the New York Jamaat Khan

0930 hours ... Midnight

The presentation with the help of slides and His Highness' interview on AKRSP was made to the members of the Jamaat numbering nearly 200. A number of questions were asked and many expressed a desire to help AKRSP. According to the immediate feedback, TM informed that the presentation was very well received and the interest in AKRSP has been aroused to a very high degree.

January 30, 1984

Meeting of Representatives of Overseas Education Fund

AKF Office, Washington DC ... 1100 hours

Participants: - **Miss Susan Roche**
- **Mr. S. Kinder Vatter**

The Overseas Education Fund Representatives briefly explained the work of OEF specially in India and Sri Lanka. They emphasised the unique features of their approach based on participation of the communities. The GM described the situation in the Northern Areas and the progress made so far by the AKRSP in regard to organising the communities and achieving objectives of development through VOs. He briefly described the situation pertaining to women and the need for involving women in development. In regard to the quest for a consultant to help AKRSP to mount a successful women's programme, the GM explained that although there was no dearth of ideas and a number of suggestions were made to AKRSP as to what should be done for the women but there were very few suggestions as to how it should be done. It was for this reason that the GM insisted on the selection of a consultant who has the experience of having executed a successful programme for women's income generation. He explained that a number of initiatives are already under way in the Northern Areas by different agencies, some of which have been in operation for the last two years, hence AkRSP would only get into the field if it really had something worthwhile to offer, otherwise the result would be only confusion and probably collision with other agencies who are engaged in women's programme in the area.

The OEF representatives suggested a list of names. GM did not know any personally nor had heard of any body's work. On the suggestion of GM to enable OEF representatives to get a clearer picture of the situation in the Northern Area, it was agreed both by OEF and TM that one of the representative will visit northern Areas for a week or so and thereafter finalise their nominations for the consultancy. The GM suggested to TM that Ms. Kinder Vatter, who has experience of implementing a women's programme in India and Sri Lanka, might be a more suitable choice for undertaking the exploratory visit.

Meeting with the Representatives of EPOC (Equity Policy Centre)

M/S Monique and Turbett represented the Centre and briefly described the origin of EPOC which was started in 1979 by Irovin Tiker through Street Foods Programme in an urban situation. Miss Monique explained in detail the street venders programme and its main features based on a cooperative approach and development of internal skills to handle the project. She strongly advocated an action project through food assistance and maintained that EPOC have the capability and capacity to organise such a project. However, it was agreed that the street vendors programme would not be applicable to the rural situation as obtaining in the area of Gilgit. Ms Turbett responding GM's query about availability of a consultant who had implemented a programme for women's income generation mentioned Karen Smith who was working for the UNICEF and she herself who had done some work in Africa, otherwise there was a dearth of people who had this type of experience.

It was agreed that the AKF (USA) would keep the dialogue going with EPOC and if anything interesting comes up, they will let AKRSP know. Unfortunately the GM could not meet anyone at the USAID because most of the concerned people were away from Washington.

The GM found his visit to USA very rewarding and very well organised. TM went out of his way to extend every courtesy and hospitality to the GM during his visit to the States for which the GM is extremely grateful to TM. TM considered GM's visit as very useful and the presentations extremely helpful to him personally in understanding the AKRSP strategy and expressed a desire that he would like to be associated with more and more presentations on AKRSP.

THE GENERAL MANAGER'S INTERVIEW WITH BBC (Urdu Service)

(Translation)
broadcast on March 19, 1984.

Waqar Ahmad: Last week we reviewed an urban development programme in Pakistan ... the Orangi Pilot Project. Today we will tell you about rural development programme in Gilgit and the Northern Areas of Pakistan. It is called the Aga Khan Rural Support Programme (AKRSP). This programme was started in December 1982. Its management and initiation was entrusted to Mr. Shoaib Sultan Khan who was formerly a CSP officer and is presently working with UNICEF. Before Gilgit, Shoaib Sultan Khan was sent on an UNICEF assignment to Sri Lanka to work on the famous Mahaweli Irrigation and hydro-electric Project. IN a recent conversation, I had with him in London, he told me a very interesting thing, as the head of the non-profit organisation, he is called the General Manager. Although, AKRSP is helping the villages of the Northern Areas, it also asks them to contribute to their development About the beginning of AKRSP, Shoaib Sultan Khan told us this:

Shoaib Sultan Khan: His Highness the Aga Khan is the founder of this programme. He has been visiting the Northern Areas since 1958. He is acutely aware of the poverty of this area. Although, he has numerous other programmes in the area, like Health and Education, he wanted a programme which could help increase the income level of the farm households. Thus he conceived the idea of the Aga Khan Rural Support Programme.

Waqar Ahmad: Gilgit or the Northern Areas was chosen because of the large following of His Highness the Aga Khan in these areas.

SSK: Yes, this is one reason but this programme is totally non-communal. It is not restricted to his followers but is meant for the entire area. At present, the programme is being implemented in the Gilgit and Chitral districts which have an area of 18,000 sq. miles and have a population of 500,000 people.

Waqar Ahmad: What is the conception ..., the vision on which the programme is based?

SSK: When I met the Aga Khan, I gather that his vision was that in 15/20 years, these 500 small and isolated villages of Chitral and Gilgit should somehow become more self-sufficient ... if they could somehow depend less on outside institutions. The work has been started on the basis of this conceptual - vision that each village should, in time, be able to meet its own needs and in case a village is unable to meet all its requirements, the possibility of linking it with adjoining villages will be explored. This will decrease its dependency on outside agencies.

Waqar Ahmad: I was studying your report. The various VOs have a central role in the development process. Would you like to expand on this?

SSK: I would like to say that the conceptual basis of a programme is very important. Without a sound foundation, it is not possible to achieve the objective of the programme. In Gilgit, there are 25,000 households with a population of 220,000. There are 8 to 9 members in each household. Out of these 25,000 people, 95% are engaged in agriculture. On an average they have 1-1/2 to 2 acres of land. The experience of development

planners has shown that only a special strategy can succeed with these small holders. The most important thing for a small holder is the creation of an institution with the help of which, he can overcome the handicaps of his subsistence holding. The VO, in our view, can play the part of this institution and help the people to collectively overcome their problem.

Waqar Ahmad — As you have said, a basic problem is that they have very little land. Do they pool their land and collectively cultivate it and benefit from it?

SSK — No, there are two types of models in this connection. You can either have collectives of the type in the Communist or Socialist countries. The other method is that without relinquishing the ownership of land as was done in Japan. In this method, they do not give up ownership but in order to derive economies of scale, they do a lot of things collectively, which reduces the overheads. In Japan, by this way, the owner of 1 hectare or 2-1/2 acres prospered and brought prosperity to his nation.

Waqar Ahmad. — By increasing his productivity.

SSK — Yes, by increasing his productivity, by marketing his produce and by securing better prices.

Waqar Ahmad — Even then, due to the nature of human beings, and human society, it is not that easy to persuade people towards collective effort. So what was the experience of Shoaib Sultan Khan?

SSK — Yes, it is very easy to say to the people that they should form an organization but the implementation of this is very difficult. In the past, experience has shown that people are shrewd and look for benefit. One has to proceed with caution and insight. We try and find out from the people, through a series of dialogues, about the project which they would like to undertake and which will benefit a majority of them. If such a project can be identified, then human nature is such that there is no reason for those who will benefit to exclude themselves from the organisation. If this is done, then people do organise and start work. However, this is only the beginning. Once they organise, their other needs, the future vision of development has to be explained. If they can understand this, then they can be persuaded on the path to development.

Waqar Ahmad — In the implementation of such projects, it is imperative to change the attitudes and behaviour of the people. Shoaib Sultan Khan agreed with this and said that he was not discouraged by this as he had been given ample time for the programme.

SSK — *It is the first time that I have had the opportunity of working in a programme in which the founder of the programme has a period of 10/15/20 years in mind. His vision is that this involves a behavioural change in which you have to affect the attitudes of the people.This is not an easy task but this is exactly what has happened. In Gilgit, we have held 131 dialogues. Work has started in 82 villages. Certain villages were better than others. There is also a demonstration effect and people are slowly learning the benefits of organising and that they can collectively solve a lot of common problems.*[1]

Waqar Ahmad — I have assessed from what you have said that resources are being used as efficiently as possible and no complex programming is being undertaken. Is this correct?

SSK — Yes it is. Three things are required for development. One is manpower, the other is skills, because manpower without skills is not very useful. The third thing is capital.

In order to obtain these three things the first step is organisation which enables them to divert collective efforts for development. In order to improve the level of skills, we have a training programme which reaches all the villages. The nature of the training programme is left upto the villagers to decide. For instance, we were told that the animals were dying. We organised an animal husbandry course in collaboration with the government departments and village representatives were chosen for participation in this 3-4 weeks training course. The village will sustain him in future by making payments for treatment rendered by him.

1. Process based programs can succeed only if their time horizon is different from template based program. Financial resources can only make difference if this non financial dimension is taken into consideration.

Similarly, we can arrange training in other subjects. So this is how we are helping to develop village skills. As regards savings, our term of partnership dictate that we will provide the funds for the first investment in the village. Subsequent projects will be undertaken by the use of their equity capital. You will be happy to learn that in less than one year, less than 100 VOs of Gilgit have saved 3-1/2 to 400,000 rupees. I would like to clarify that we have modified the concept of self help....[2]

Waqar Ahmad — Shoaib Sultan Khan told me that several foreign agencies were associated with this programme. The Canadian CIDA, the American Ford Foundation, the British OXFAM and the Overseas Development Administration. He said that their financial support was unconditional. Finally, I asked Shoaib Sultan Khan whether it was possible to extend this innovative programme to other parts of Pakistan?

SSK — I will say, with reference to my experience, that I learnt this work from my teacher Dr. Akhter Hameed Khan and implemented it in Daudzai in Peshawar. For five years in Sri Lanka, I did the same work and now am doing the same thing in Gilgit. I thing that wherever there are small holders, there with the help of the same principles,a basis of development can be laid. It is my experience that if you go to the people and can convince them that your programme is something which can benefit them, then there is no reason for them to reject it

2. Excellent summary of AKRSP model.

January 29-31, 1986

NOTE FOR THE RECORD

Subject: Canada-Pakistan Round Table Consultation Event

The detailed proceedings are being issued by the sponsors.

The consultation addressed itself to the question as to why Canada should assist Pakistan and in what way. The participants included representatives from all sectors - academic, business, government, NGO and Pakistan Embassy.

The speakers in plenary sessions came from the World Bank, universities, newspapers and NGOs.

After my presentation in a plenary session, Sonia Plourde observed that it was unique because it was a practitioner's view whereas all others were focused on a theoretical plain. She appeared visibly pleased and so did many others.

Shahid J. Burki of the World Bank gave an interesting bit of information that Pakistan in on the threshold of moving up from the poor countries to lower income group countries, and if she succeeds in doing so it would be the first example of its kind, for decades.

February 1, 1986

0900 hours Interviewed Salim Rehmatullah whose CV was sent by Nazir Ladhani earlier and whom NL wants to send us a Cadex expert to Northern Areas.

Salim struck me as a very energetic young man full of ideas with a good background in agricultural and livestock fields including cheese making and processing of dairy products. Salim is willing to come on a long-term basis. NL was quite happy if we offered him the same terms as to Dr. Babul initially i.e. Rs.4,000 per month plus accommodation.

1100 hours Visited along with NL Babs Church at her editor's studio and viewed the roughcut of 'Invitation to Participate' made out of the footage shot by TV Ontario team for the film 'By Our Own Hands'.

I found the film very interesting and I expect it will receive universal acclaim when released. Its total duration is likely to be less than 15 minutes.

1400 hours Attended a showing of the slide presentation 'Action Iodine', prepared by Jean Luc and Katherine Pftizer, at a meeting of the AKF scholarship alumni at Toronto Jamaat Khana. Nearly 25 invitees participated. The weather had suddenly turned sour and a blizzard was in full blast. After the slide show, which was highly appreciated, questions were asked about the acceptability of AKRSP by villagers and the integration of social sector interventions. NL was mainly quizzed on the criteria and procedures for the award of AKF scholarships.

Our return drive to the hotel took us a good three hours (a distance of ten miles) - Courtesy one of the guests at the meeting who offered us a lift on his BMW.

February 3, 1986

NOTE FOR THE RECORD

1000-1130 hours — Met publisher Mr. Roy Megarry and the Chief Editor Mr. Normal Webster of the only national newspaper of Canada 'The Globe and Mail' with over two million circulation, alongwith Nazir Ladhani in the offices of the Mail.

Roy who had seen the 'Valleys in Transition' asked me if I could highlight the salient features of the programme. I briefly explained to Roy the North American and the Socialist models of agricultural development and there inapplicability to small farmers development and how AKRSP is trying to implement the alternative approach to these, which acquired a special significance in view of the current conflict between the two systems in that region. I also explained the scale of operations of AKRSP from the angle of replicability.

Roy enquired about the rationale for an outside catalyst and Norman wanted to know the reasons for the local apathy and why couldn't the small farmers organize themselves on their own. I gave them the example of a vehicle stuck in a swamp similarly the small farmers are bogged down in the morass of poverty and without a push from outside, it is not possible for them to extricate themselves.

Roy spoke about the dilemma of donors: both in the Chinese and the Korean examples authoritarianism has played a vital role but then he conceded that although AKRSP did not practice blatant authoritarianism, it did not enter into a partnership until certain obligations were accepted by the villagers.

He also raised the issue of individual's charisma and observed although you would not say so but the fact is that AKRSP would not have been today what it is, without you. But *he agreed you don't need hundreds of such persons, only a few dozen would be sufficient and he has been most encouraged and impressed to see how much one individual can achieve.* I explained to him that the AKRSP strategy is neither difficult to understand nor impossible to learn and practice. Of course its implementation needs a long term commitment by all parties concerned.

Roy enquired as to who should implement NGO or governments. NL expressed the view that NGO was the most viable forum for such an initiative. I submitted that rural development programmes cannot be run on a shoe string budget and NGO's without such financial and personnel support would be unable to implement it countrywide. It is only government which has the requisite resources and government of Taiwan and South Korea have shown that it can be done by governments if they wish to do so. The other alternative would be to create umpteen number of AKRSP type NGOs, to undertake this type of development. There are no short-cuts.

Roy observed that Ethiopian example has shown that public is quite capable of responding effectively to emergencies. *I urged Roy to sensitise public opinion to respond to 'silent emergencies' also, in the words of Mr. Grant.*[3]

In this behalf Roy brought up the importance of social development in terms of health and education and literacy as a sine quo non for development. On being challenged he accepted the importance of economic development at grassroots level as pre-requisite for helping the small farmers to rise above the level of subsistence. I quoted the examples of Sri Lanka and Philippines where despite near cent per cent literacy, the condition of the rural poor is marginally better than countries with low rates of literacy.

Roy also urged involvements of Canadian Pakistanis in development of Pakistan and quoted the examples of jews towards Israel. I mentioned to him the positive contribution CIDA was making towards AKRSP.

Roy said that he was most impressed by what is being done by AKRSP and he would be very keen to catalyse western thinking if for no other reason than in their own interest because of the conflict raging in the area to which I had alluded. He was also planning to mobilise 400/500 Canadian business houses in the next three/four years to undertake similar type of development as AKRSP, although not on that scale, in different countries of the world. He also said that he was establishing a bureau of the paper in India and he would ask his correspondent to visit AKRSP. He himself planned to visit Northern Areas early 1987.

After visiting AKFC's new premises in downtown Toronto, Nazir and I took the flight to Montreal, arriving at the South Asia Partnership Board meeting at 1900 hours. The meeting continued till midnight (list of participants attached). Nazir gave an excellent account of himself as President of the Partnership. The discussion revolved round the question whether SAP should accept CIDA's offer to act as a conduit for projects in Philippines, NGOs with associates in Philippines seemed in favour ,whereas others wanted to examine the issue from a more esoteric angle and the matter remained unresolved. The next day it was agreed to accept CIDA's offer on terms and conditions to be spelled out by SAP.

3. Abject poverty is in fact silent emergency.

February 4, 1986

Nazir kindly agreed to my calling on the Pakistan Consul General Mr. Ahmad Shamsul Huda, who is a native of Baltistan. He expressed great interest in Northern Areas fruits and informed me that imports from Pakistan has increased manifold and there is no reason why dry apricots should not have a good market in Canada.

Today I also treated myself to the luxury of visiting St. Joseph's Shrine which is a beautiful church carved out of rocks. The inside of the church is totally modernised with escalators and it is a joy for the visitors to go to the different elevations of the church, in the minus ten degrees temperature, it was a treat to be inside a huge church fully centrally heated. The wax museum of the church was indeed a marvel of artistry and so of course was the huge prayer hall, built this century.

From Montreal, we flew to Ottawa reaching there by 1700 hours. At the airport the Minister-Ambassador of Pakistan Anwar Kemal received us and drove us to his house to meet his family and have a cup of tea.

At 1845 hours we were entertained to dinner at a Turkish Restaurant hosted by Dr. Naseem, President of Canadian Pakistanis Association followed by a presentation on AKRSP at the National Research Council auditorium which was attended by a select group of Canadian Pakistani intellectuals comprising scientists, engineers, architects, doctors and social scientists. The Minister-ambassador of Pakistan also attended.

I was greatly impressed by the interest exhibited by the Canadian Pakistanis in AKRSP and a genuine desire to help. There was offer of help in the field of housing and intermediate technology. One of them even took a slide of the solar cooker to see what he could do with it and also requested for a unit of the cooker which Nazir and Anwar Kemal offered to arrange. A number of Canadian Pakistanis have been visiting Pakistan under UNDP sponsorship for short periods. They expressed a desire to visit Gilgit and the programme. There was offer to raise funds for AKRSP amongst Canadian Pakistanis.

For me this was a very satisfying evening. There was genuine appreciation for AKRSP amongst a group of Pakistanis.

List of participants

AFSHAN KHAN Ed Intnl Refugee+ relief programme of Muslim Council of Canada, Ottawa.	SERGE VALLEE Ed OXFAM Practice Montreal	MARC LAPORTE Canadian Organisation for Development through Education, Head of Projects (Ottawa)

Jean Liiselle
ED Leger Foundation, Montreal

Roth Jensey Vikse
ED Camrose One World Institute, Alberta.

Nazeer Ladhani, AKF (Vancouver)

Marie Dulude, Unitarian Service
Courses Special Assistant to ED, Ottawa.

Richard Harmston, Executive
Director (ED), South Asia
Partnership (Ottawa).

Dr. Red Syme, Seva Service
Society, Hamilton.

Retty Solache, UNICEF (Toronto)
Project Assistant

Maria Hulme, Project Head,
Hepe Jutril Development Agency Vancouver (formerly Food for the Hungry).

George Keil, ED, Canadian Lutheran, World Relief Winnipeg.

Missing:
Operation Eyesight Universal
Canadian Hunger Foundation
Inter Pares
Safe one Child Fund, B.C.
Match International Centre
CIDA Representative.

1.	ABDUL MAJEED (Materials Scientists) At Bell Northern Research	12 HOBART CRES'-NAPEAN ONT K2H 5S4 (613) 828-8645
2.	DR. KHALID AHMAD Bell-Northern Research Ottawa.	412, Mohawk Crescent, Nepean, Ontario K2H 7G7 (613) 829-7277
3.	GULZAR HAIDER Professor of Architecture Carleton University, Ottawa. (613) 564-6380 Ext. 22	3337, Kodiak St. Ottawa, Ontario, Canada K1V 7S7 (613) 731-2276
4.	W.A. SHAHEEN Policy & Costing Adviser, Railway & Grain Transpn., Transport Canada, Ottawa, Ontario, K1A 0N5	6321, Fortune Dr. Orleans, Ontario, K1C 2A4, (613) 837-1310 (613) 998-2982
5.	ZEBA & SAHIB KHAN 1886 Chain Court, Dr. Sahib Khan, Burcan of Health, Prescription Drugs, Health & Welfare Canada, Ottawa. (613) 991-0088.	Orleans - K1C 2N3 (613) 837-3353
6.	ANWAR KEMAL Charge de Affairs/Nazir Ladhani.	
7.	DR. ANWAR NASIM, President, National Federation of Pakistani Canadians and 15 others.	

Seminar on Rural Development in South Asia sponsored by South Asia Partnership of Canadian NGOs (SAP).

Date and venue: February 5, 1986 ... Holiday Inn, Ottawa.

Participants: President of CIDA, members of Canadian Parliament, academics, practitioners, administrators, Minister-ambassador of Pakistan (list of participants attached).

Richard Harmston, Executive Director of SAP, introducing me observed that even with liberal education (Master's in English literature as in my case) one could reach the pinnacle of expertise and although everyone can't aspire the heights Shoaib has attained but his example should give comfort and heart to others with similar academic background.

My presentation comprised a brief recounting of the history of rural development in South Asia, explanation of the principles of agricultural and rural development with the aid of overhead projector transparencies and visual description of the implementation of the aforesaid principles as reflected in the progress made by AKRSP, through slides.

In the historical part, I dwelt on the concept of self-help, the limitations of village aid and other community development programmes. On the theory of rural development, I brought out the micro level and the fallacy of emphasizing only the social sector interventions, which do not prove a viable entry point for organization and collective management, a sine quo non for small farmer development. Bringing out the lessons learnt so far from the AKRSP experience, I highlighted the expertise available at local level which only needs a graft of scientific and improved skills, the micro variations from village to village in terms of needs which only respond to a process of diagnostic survey embracing a series of village dialogues and do not lend themselves to a distant planning process, the tremendous response of the small farmers to a partnership involving obligations of organization, collective management, savings, implementation and maintenance of land development projects, upgrading of human skills of village specialists to prevent losses and to introduce innovations.

In the question-answer session, issues were raised pertaining to training and upgrading of human skills and the role of an expatriate expert; dissemination of knowledge and experience through extension; obstacles and problems in organization of small farmers and the role of influential and elites; women's programmes and their participation in the village development

process; the danger of village organization being dominated by the influential few in the village; the attitude of government towards this self-governance institution at the grassroots and the danger of the perpetuation of the gulf between the haves and have nots. One of the participants pointed out the similarity between the Comilla model and AKRSP and observed that Comilla was in fact not a model but an approach and AKRSP brings out very clearly how the approach has been developed and adapted to the Northern Areas situation.

Replying to the questions raised, I explained that training had to be need specific initially and AKRSP has leaned heavily on government departments for formulation and conduct of such training with AKRSP playing the role of a host.[4] The next stage would be introducing innovations for which we need the best experts in the field to develop relevant packages. It is in this area that expatriate experts can help provided they have the relevant expertise suited to AKRSP needs. For disseminating extension education, AKRSP is utilising written material - instruction sheets, case studies, village profiles, in house magazine etc. - audio visual aids, conferences on a monthly basis and seminars on different topics useful to farmers and AKRSP staff. Northern Areas being a past feudal enclave, the abolition of the Mirdom resulted in most of the tenants becoming peasant proprietors, albeit mostly under one hectare farmers, but this has helped in formulation of village organizations; there is not much disparity in land holding and at the two ends of the scale, there are not many farmers. The large majority comprises small farmers. This does not employ that the approach would not succeed when there is disparity in land holdings. Of course, it would not work with medium or large farmers, or the landless but *wherever there are small farmers, and the majority of Pakistani agriculturists fall in this category, the strategy would work. Because the biggest handicap of the small farmer in his subsistence holding and unless he pools his resources, cuts down overheads, achieves economies of scale in cooperation with other small farmers, he cannot be helped to rise above the level of subsistence.* The land development component of small farmer development package does benefit the bigger farmers and the landless, along with the small farmers and thus proves a great cementing factor and helps in strengthening the village organization. AKRSP is in the process of evolving a women's development package based on labour saving devices, livestock management and poultry training. In the meanwhile more than 95 villages have already organized women groups comprising over 5,000 households with over one million rupees as their equity capital. As soon as the package is perfected, the women's development would take a quantum leap. *The members of the village organizations are encouraged to keep their leaders under control and the mechanism is a regular general body meeting unlike the traditional cooperatives which abdicate their authority and control in the hands of an executive committee. The general body meeting is also essential for increased savings because it is in their weekly/monthly meetings that each member deposits his savings.* Government and more so the elected councillors have looked at village organizations with interest and sympathy.[5]

Under the existing local council structure, there is no statutory body at the village level. The union council comprises on an average ten villages with one member from each village. Whereas the council is viable and effective body for inter village planning, for taxation and for political education, it is hopelessly inadequate as a vehicle for economic or agricultural development of individual villages. The village organizations fill-up this vacuum and acts as a development out-reach for the union council. The district council of Baltistan has accepted this approach and AKRSP is collaborating with the district council in implementing the programme in the district. Hopefully other councils and the government would emulate this example once it is proved viable.[6]

As to the criticism that AKRSP strategy would perpetuate the gulf between the haves and have nots. I explained that *what AKRSP is aiming at is to help subsistence farmers rise above the level of subsistence and become commercial farmer.* If it succeeds in doing so, it doesn't matter that the Economic strategy of AKRSP well-to-do farmer of today become rich farmers of the future, because this would not be at the cost of the small farmers. AKRSP is an economic programme and not a political one aiming at bringing everyone at the same level. It is in fact an alternative both to the North American Agricultural Development Model based on ownership of large land holdings and the Socialist model which does not admit of private ownership. The village organizations are being fostered to develop into mini-entrepreneurs and thereby ensure social justice and equitable distribution of the fruits of development.

Mrs. Margaret Catley Carlson, President of CIDA who joined the discussion for luncheon session, to especially meet me (according to John Martin), in a brief speech, at the end of the event recounted her association with my work and informed the audience that Shoaib has been functioning from different 'closets' - Government of Pakistan, UNICEF, AKF and the appreciation she had for these attempts to create as many lobbies. She said that she did not come earlier because she had already read my book and observed that we have learnt a great deal from his work and watch with interest the new dimensions he has given to the complex and difficult field of rural development. After Shoaib's departure from Sri Lanka, people questioned whether the

4. AKRSP not only served as a catalyst for the community but government as well. The main role a Support Organization plays as a catalyst is to fight inertia; because it is not only community but government as well whose cart is stuck in the swamp. For catalyzing the process it is not Charisma but, patience, and humility and the capacity to link with the 'other' that is important.
5. Real Democracy is Participation not representation.
6. What is missing from our political infrastructure.

work done by him at Mahaweli will last. Shoaib would have been the first to disagree with this assessment. Time has given the answer and his work and project have survived.

In the conversation at lunch, Maggie asked me what new things did I learn at AKRSP and my reply was that it further reinforced my confidence in the rural poor that given responsibility and some resources, they were capable of achieving wonders. She appreciated my approach of the integration of social and economic development and fully agreed that mere opening of schools and immunisation of children would not help in pulling out the rural poor from the swamp of poverty.

I conveyed AKRSP's appreciation of the support it is receiving from CIDA - NGO and Bilateral Divisions - and more particularly from the beginning when most of the agencies doubted the efficacy of the strategy. She agreed that CIDA was much more supportive of innovative approaches than others in the field, however the Canadian public did not appear to appreciate this and of later was highly critical of CIDA's approach. She stressed the need for educating the Canadian public sensitizing the public opinion leaders to the Third World needs.

In her speech Maggie eulogized the efforts of SAP and congratulated them for organising the present event and spoke warmly of Nazir.

Dr. Eric Solman, Senior Advisor, Ministry of External Affairs asked for literature and write-up on AKRSP to enable him to disseminate it in the relevant quarters, as he was specially charged by the Ministry to give a developmental dimension to its works.

Mr. Tim Broadhead of the North South Institute asked to visit Gilgit in March as a part of his mission to evaluate impact of NGOs in the region which was amongst others also funded by AKFC.

Ms Nalini Perera on the Nepal/India desk at CIDA, inquired if I would be willing to implement a rural support programme of AKRSP type in the Uttar Pardesh of India.

Finally Mr. Paul McCrossen, Member of Canadian Parliament asked for a separate meeting after the session and discussed the factors responsible for the success of AKRSP compared to the failure of cooperatives generally in Pakistan. He inquired if I would be willing to receive a group of Canadians MPs to Gilgit. I welcomed the idea wholeheartedly.

It was gratifying to find tremendous interest in Pakistan's development among the intelegentia of Canada and very encouraging to note that without exception, every one considered AKRSP's approach very interesting and with great potential for success.

List of Participants

1.	Tim Brodhead	North South Institute
2.	Elliot Tepper	Carleton University, School of International Affairs, Carleton.
3.	Nilim Baruah	NPSIA Affairs, Carleton
4.	Sybil Grace	NPSIA Affairs, Carleton
5.	Jose Havet	University of Ottawa (IIDC), International Development IDA (Pakistan).
6.	John Deyell	CIDA Pakistan
7.	Jamil Khokhar	CIDA, India/Nepal
8.	Jill McMaster	CIDA, India/Nepal.
9.	John Martin	CIDA, Noo-Asia
10.	Nilini Perrera	CIDA, India/Nepal.
11.	John Edmonds	Baha'i Development Committee
12.	Lawrence McDevmott	PLENTY, Canada
13.	Robert Mitchell	Ottawa, YM/YWCA
14.	Afshan Khan	IRRP of the Muslim Council of Canada.
15.	Dr. Eric Solman	Senior Adviser, External Affairs Ministry.
16.	Shane	UN Association
17.	Clyde Sanger	Journalist
18.	Nazeer Ladhani	AKF Canada

19.	Shoaib Sultan Khan	AKRSP Pakistan
20.	Anwar Kemal	Pak-Embassy Ottawa
21.	Richard Harmston	SAP
22.	Maury Miloff	SAP
23.	Tom Schatsky	CIDA Pakistan
24.	Margaret Catley Carlson	President CIDA
25.	David Kilgoun	Member Parliament
26.	Paul McGrossan	Member Parliament

November 28-December 10, 1987

NOTE FOR THE RECORD

Subject: Visit to AKRSP (India).

On the invitation of AKF India, I paid a visit to Delhi and Ahmadabad, preceded by a short private visit to Moradabad, leaving Islamabad on November 28, 1987 and returning there on December 10, 1987.

The programme of visit arranged by the Chief Executive, AKRSP (India), Mr. Anil Shah proved both physically and intellectually most enjoyable and rewarding. Anil's hospitality was simply overwhelming but more so, the programme (despite the limitation which is Anil's and mine well guarded secret) enabling me to visit the project sites, meet the Gram Vikas Mandals (GVM) and the Spearhead Teams (SHT) besides the Core Team (CT) which in our parlance were equivalent to Productive Physical Infrastructure (PPIs), Village Organisations (VOs), District Programme Offices (DPOs) and Management Group (MG) respectively. There is nothing equivalent to our Social Organization Units (SOUs) in AKRSP(I) except perhaps the Programme Assistants (Cooperation) and (Engineering) based at district headquarters.

AKRSP(I) began its operation in late 1985 with the immediate objective of establishing its credibility. In view of the prevailing drought conditions and the rural populace's scepticism towards all development initiatives, Anil drew up a package comprising projects such as waste land development, construction of percolation tanks, lift irrigation schemes, fodder farm etc. On agreement of the villagers to undertake the activity, which meant working on the project and agreeing to allocate part of the daily wage (paisas 50 to one rupee from Rs. 11) towards savings, funds were obtained from different government programmes such as Drought Prone Area Development Scheme etc., to do the work. Pending finalization of procedures making government funds available, AKRSP(I) used its own funds to initiate the projects, which were subsequently recouped when government funds were received.

I visited villages which had either completed or were in the process of implementing different kinds of projects picked up from the package of projects offered by AKRSP(I). The quality of work and the design of projects and their technical feasibility left little to be desired. In fact the wasteland development in Pingot, the lift irrigation scheme at Mandala, the percolation tanks at Kuntalpur and Sapar and the fodder farms at Chandreliya and Thoriyala were very impressive projects, well executed and highly beneficial. The implementation and completion of some of these projects, has more than established the credibility of AKRSP(I) as a competent and trustworthy organization.

Perhaps the only difference between this approach and ours is that we do not go to the villagers with a preconceived and predetermined portfolio of productive projects. We ask the villagers to identify the projects and we make them solely responsible for the implementation including procurement of material, payment of wages for labour etc., and its maintenance through their village organization. Our engineering section only provides technical assistance and supervision, it does not undertake any of the implementation functions. Involvement of the programme staff in procurement of material, keeping or checking of muster rolls, distribution of wages etc., would have not enabled us to undertake over 500 projects in less than five years. These functions have to be performed by the VOs. The social organizers oversee that VOs adhere to the terms of partnerships in regard to equitable development and the unit engineer verifies the quality of work and that it is done according to the agreed specifications. The grant money is disbursed in five instalments subject to these checks and verifications, done jointly by the social organiser and the unit engineer. Each request for instalment is presented in the shape of a VO resolution (in a prescribed format) duly signed by all members, preferably in a meeting attended by the Social Organizer.[7]

This brings us to the characteristics of the GVM and the VO. I met members of Pingkot, Mandala, Kuntalpur, Chanderliya and Thoriyali GVMs and held discussions with them and even held first dialogue with Pingkot and Kuntelpur GVMs. Unlike VOs, the GVMs were formed subsequent to the initiation of the productive projects and there are no clear cut terms spelling out the obligations on both sides, forming the basis of partnership between the programme and the GVM. The VOs are formed only after the villagers agree to organization and collective management, generation of capital through savings and upgrading of human skills by fully participating in the programme's human resource development scheme. The GVMs have not fully grasped the importance of organization and collective management and their regular meetings have not been fully established. Unlike VOs where a PPI is now only started if the VO comes up with an average saving of Rs.300 per households, the GVM savings are directly linked with the wages earned during implementation of a scheme, with the result that after the completion of the project, the process of savings stops and in some cases the savings have been returned and in others, it has been used for purchase of agricultural inputs thus progressively eating into their equity capital, unlike VOs which do not touch their savings except by putting in more and more savings. Any withdrawals have to be authorized by the General Manager personally, in

7. The secret of Support Organization's success is that it knows the appropriate role that each partner should play and builds partnership on this basis.

view of a VO resolution to this effect. *In practice, VOs have never, with the exception of a very few cases, withdrawn from their savings but on the other hand, they have used savings as collateral for getting medium term loans in addition to production or input loans.*[8] This has resulted in an accumulation of over Rs.26 million as VO savings, making the setting up of a financial institution owned, operated and managed by VOs, a distinct possibility. In respect of upgrading of human skills, the GVMs can learn quite a lot from the VO experience which have by now nominated and got trained over 1,500 village level specialists in the fields of agriculture, livestock, marketing, poultry, accounting etc., besides nearly 1,400 Managers and Presidents of VOs, who attend monthly managers conference once in three months at programme headquarters.

Landlessness and caste system are features peculiar to AKRSP(I) situation. Pingkot and Thoriyali do give an insight into the problems of landlessness. At Pingkot the GVM suggested constructions of wells for irrigation of homestead land to enable landless keeping of livestock and in Thoniyala the GVM predominantly comprises landless with a parallel society of the landowners with a common Paramukh (President) who is a real activist and has very clear plans for helping the landless. So long as we are unable to help the landless directly, we should not shy away from organizing the landowners, as increased productivity creates more employment opportunities for the landless. In case of different castes also, we should not feel inhibited in organizing different groups in a village as GVM which are cohesive in nature provided the membership justifies so. We have seen that VOs with 50-75 members prove extremely effective. Here again there are no rigid rules, the membership of VOs, varies from 10 to 150. In Kuntalpar the shepherd community (Rahbaris) are a distinct entity - tall, dark and gaily dressed and once the tank is completed, the programme should not discourage formation of more than one GVM in the village. It would be futile to force heterogenous groups into one GVM. Formation of sub-groups under the aegis of one GVM is not likely to prove effective.

The two Spearheads Teams (SHT) I met impressed me as highly intelligent, fully committed and most enthusiastic about their work. What they lack is experience and confidence in the villagers. The World Bank evaluation greatly lauded the primacy of the villager and the sovereignty of the VO embedded in the AKRSP(P)'s strategy of development. Without faith and confidence in the ability and capacity of the villagers, no programme of rural development can succeed in helping subsistence farmers to rise above the level of subsistence or the landless in achieving a better standard of living. Whether the villagers of Gujrat have this capacity or ability can only be tested by giving them responsibility. I have no doubt, they would prove no different to Northern Areas villagers, on the basis of my experience with Pathan, Bengali and Sri Lankan villagers.

The SHT also needs intensive training by the CT before being left on their own. Initially as the CT only comprised Anil and Vijayalaxmi, the Chief Executive did the best he could but now that Anil has succeeded in putting together a full team, this responsibility must be shared by the whole team but to be able to do so the CT should in the first place be well versed in the strategy. The only way CT could do so is by acting as an SHT. The MG in Gilgit acted as an SHT for the first five years and when DPOs had to be set up in Chitral and Baltistan, two of the members of the MG took over as District Programme Officers in early 1986 and again when a DPO had to be created in Gilgit, the Deputy General Manager was assigned the job. The first 300 dialogues were invariably attended by the whole MG with the GM leading the discussion with the VOs. This enabled the MG members to experience at first hand not only the problems and complexities of the approach but to get sensitized to the ability and capacity of the villagers.

Finally this brings me to the important role played by the Social Organization Units (SOUs) in organization and development of the VOs. Without SOUs it would not be an exaggeration to say that the MG and DPOs would not have succeeded in involving the rural populace in the development process. The SOUs are the sheet anchor and eyes and ears of the programme. As the World Bank Report observed that the role and importance of SOUs is only second to that of VOs, which is brought home to everyone in AKRSP by GM's personal conduct and treatment of SOUs.

Annexures:

	I	Programme of visit
	II	Observations on field visits
	III	Summary of discussions with SHTs and CT
	IV	Visit to AKF India.

8. This is another indicator of moving from subsistence to commercial farming i,e, use of savings as collateral not as a fund for deferred consumption..

Annexure I

Programme of visit of Shoaib Sultan Khan

4.12.1987	Friday	0720 hours	Arrive Ahmedabad, proceed to Vadodara, night halt.
5.12.1987	Saturday	0600 hours	Leave Vadodara
		0900 hours	Reach Netrang
		0900-0930	Brief introduction to Bharuch project area.
		0930-1230	Visit to Pingot village (WDP)
		1230-1400	Lunch
		1400-1430	Visit to Mandala (LI Scheme)
		1630 hours	Meeting with SHT
		1800 hours	Leave for Ankieshwar, night halt.
6.12.1987	Sunday	0630 hours	Leave Ankieshwar
		1130 hours	Reach Sayala, briefing about AKRSP in Surendra Nagar area.
		1230 hours	Lunch
		1430-1600	Visit Kuntalpur irrigation work site and meet the GVM.
		1700-1830	Visit Chandreliya village - fodder farm development project and meet people.
		1930-2030	Chotila - meeting with SHT.
		2100 hours	Dinner and night halt at Chotila.
7.12.1987	Monday	0730 hours	Leave Chotila
		0800-0830	See renovated irrigation tank of Sapar.
		0915-1015	Thoriyali fodder farm and meet village Milk Society Executive members.
		1030 hours	Leave Thoriyali
		1300 hours	Ahmadabad Cama Hotel
		1330 hours	Lunch
		1500-1800	Visit AKRSP central office and meet core team.
		2030 hours	Dinner with core team - night halt.
8.12.1987	Tuesday	0725 hours	Leave for Delhi

Annexure II

Observation on field visit

Pingkot (Block Didiapada, District Baruch) comprises 165 households with 1,200 persons. About 350 persons participated in the wasteland development project by planting trees. A GVM has been formed with 165 members. We visited the project site and saw the excellent work done. It provided a sharp contrast to the forest department lands surrounding the area and proved the point that without involvement of the community, large scale afforestation is not possible. Savings of Rs. 75,000 were accumulated during the work which has now whittled down to Rs. 29,000.

In the meeting of the GVM in the village, attended by about 30 members at the residence of the Pramukh (President) Surendra Singh, who is also the local police patel, along with the Secretary Phul Sing, the villagers identified levelling of land, irrigation wells for the landed for groups of 6-8 members and for a larger group of landless as their priority needs. This would help the landless to raise fodder and keep animals according to the GVM.

I spoke to them about Raiffessen's principles of development and enquired if the GVM found the obligations difficult to fulfil. The GVM's immediate reaction was of no problem. Anil discussed with them the economics of taking loans to undertake land levelling and digging of wells and was impressed by their reasoning and understanding of the returns of each investment. My ego was bloated sky high when at the time of departure one of the villagers remarked that I was like a Bhagat - I wish it was true.

Mandala village implemented lift irrigation scheme at a cost of Rs. one million benefitting 83 persons owning 280 ac. Here a cooperative was formed around the scheme, which has been beautifully designed and executed. There were 17 members of the cooperative under a mango tree waiting to greet us. The lack of cooperation will seem to have permeated the group after completion of the scheme, made worse by the prevailing drought. One member complained about the lack of response in attending to maintenance work, another berated the drunkard behaviour of a member. The Pramukh seemed to have no initiative nor the will to guide the cooperative in the right direction, despite initial achievements such as restricting the availability of water from lift irrigation to 2 acres for every member irrespective of the size of holding. The cooperative had not saved a penny over the last two years. On being asked if they were incapable of savings, after lot of hedging a view was expressed that they could have a rupee a day. This was a poorly organized village, despite an investment of Rs. one million, in sharp contrast to Pingkot and as Anil rightly traced the weakness to an indifferent Pramukh. Due to shortage of water in the river, the pump was not in operation but it was started for our benefit to see the water gushing up to the highest point in the area from where it could be easily distributed to the command area through gravity flow. It was one of the most effective designs of lift irrigation that I had seen. Land levelling was also identified here as their priority need.

Anil really gave me a five star hotel treatment at the Fertiliser Corporation Guest House. His contacts are immense.

Kuntalpur (Block Sayala District Surendra Nagar)

Sayala is the proposed SHT headquarters for Surendra Nagar district. A piece of land has already been purchased for the purpose. The drive from Baruch took us past Anand, but due to shortage of time, I could not visit the famous project. It took us only four hours to travel from Baruch to Surendra Nagar skirting round Ahmadabad. It brought to my mind travel conditions back home. With some luck this could have been covered in two weeks. Surendra Nagar is drought affected. The whole of Gujrat looks like dry zone of Sri Lanka. The rainfall being 30-40 inches every year. For the last three years rains have failed. The affect of drought is most marked on the livestock. On way to Kuntalpur from Sayala, I saw nearly 2,000 cattle herded in a compound, abandoned by their owners, literally waiting to die. Government has schemes in operation, under which a subsidy of Rs. 6 per day per animal is provided to feed the animals at designated centres. The Thoriyala GVM had got approval for such a centre. It was a heart rending sight to see such majestic animals waiting to die.

Kuntalpur had about 200 households and the percolation tank with 1.3 km of banks and a holding capacity of 11.7 million cubic feet of water was going to recharge wells within 2 km radius. Since May 1986, nearly 150-200 persons, with some interruptions had been working on the tank and it is expected to be completed by June 1988.

In the GVM meeting at the Group Panchayat Office, more than 30 persons were present with the Pramukh. I noticed the glass paper weight in the Punchayat Office bearing the seal of the Government of Bombay. Kunalpur is a mixed village with also a muslim population. The Rehbaris or the pastoral people were the most striking, dressed in their resplendent bright red dhotis. I spoke to the GVM at length about the principles of development. One person said unity was not possible, others did not seem to agree. One promised that they will do it. This was a strife ridden village and we should not really have cooperated with them without their cooperation. However, there seemed clear prospects of organizing not one but may be more than one GVM in this village. One member advocated open management as the Pramukh seems to be doing things without taking them into confidence. There was a great uproar because an ordinary member had objected to malpractice, which the office bearers thought was only their prerogative. I sat in the jeep while the matter was resolved by the Programme Coordinator. *In Gilgit another golden principle followed by AKRSP staff is never to get involved in resolving VO disputes. In some VOs disputes dragged on for years but finally got resolved permanently. Decisions forced by outsiders would have been very short lived, besides wasting lot of time and energy of the programme staff.*

Chandreliya: In Chundreliya we first drove to the waste land development site and saw about 25 women planting trees. The GVM has 33 members out of 36 households. Before meeting the GVM, we stopped at the well being dug to irrigate the Fodder Farm. I was surprised at the soil formation. Below less than 24 inches of layer of earth, there was nothing but solid rock. Water was expected 35 feet below ground level.

At the GVM with a handful of persons including the Pramukh, we discussed different aspects of the programme. Here again the importance of organization and collective management was not apparent to the members. In fact the GVM meetings had been most irregular. The Pramukh had obtained a jersey cow (crossbred) by depositing Rs.2,000 through the programme. When I asked him what plans he had to provide the cows to the remaining 32 members, he looked askance. The demonstration effect is not going to enable the other members to have cows unless they can muster up Rs.2,000 per individual. we tried to explain the importance of savings in such situations. By now it was dark and I was pleasantly surprised when electricity was switched on. Pramesh explained the importance of upgrading of human skills. By now the group had swelled to a respectable number. The Pramukh and all other members accepted the importance of organization, savings and skills formation. *While we were busy talking a bearded religious man appeared from nowhere and quietly started collecting 5 kg of grains per household. The names of non-donors were meticulously noted in his diary - presumably to send them straight to hell.*[9]

Sapar: The percolation tank completed at a cost of Rs.1 million by 400-500 workers took only ten months to complete. It holds 11.5 million cubic feet of water. There was water in it and we were treated to the sight of animals and flock of mallards in the tank. It is a most impressive project and would benefit 100 wells Of the three villages eager to continue collaboration with the programme. The opportunity should be seized and very soon around this nucleus a cluster of GVMs will start forming.

Thoriyala: Fodder Farm is a very good example of a new system of management inducted by the village. It is being run by a Milk Cooperative with 93 members. The programme obtained Rs.250,000 for the project half of which was subsidy from government. The cooperative has a full time employee to look after the lift irrigation pump and watering of fodder. He issues fodder to members on the basis of prepaid vouchers issued by the cooperative. In Alabhai (in Gujrat there is this great tradition of suffixing bhai after everyone's name like san in Japan) who is Pramukh of the Milk Cooperative, there is a real activist. At the behest of AKRSP(I), a GVM comprising 85 members has been formed for wasteland development, with the majority of the members falling in landless category. Alabhai has plans to help the landless, through the fodder farm to engage in animal husbandry.

We were back in time for lunch at Ahmad Abad after visiting Sapar and Thoriyala. The night at Chotila in the SHT office Guest Room was very comfortable.

Annexure III

Discussions with Spearhead Teams (SHT) & Core Team (CT)

I met the members of the SHT for Baruch district at Netrang along with Anil. The Programme Coordinator Shankar (a graduate of Anand) gave a briefing on the Baruch programme in the areas of land resources, water resources, watershed, agricultural and village institutions development. The SHT is operating in 14 villages of which 7 fall in the category of wasteland development, 5 for lift irrigation schemes and 2 for Khaiti Vikas Mandal (input supply programme). Shiney is the Programme Organiser (Cooperation) and took active part in the discussion. The staff impressed me as highly motivated and committed to their work. They were working for AKRSP (I) of their own choice, despite other opportunities available to them.

In the discussion the members of the SHT sought my views on role of Social Organisers, selection of villages, responsibility of different tiers of programme structure, source of funding, staffing etc. They were very keen to know the importance and functions of the Social Organization Unit.

The SHT for Surendra Nagar is currently headquartered at Chotila - which derives its name from a temple on the peak of a mound. As Girish, the Programme Coordinator was on leave, I had most of my discussion with Shahsi, the Programme Organiser (Cooperation) in which others also participated. Here SHT's lack of confidence in the villager's capability and capacity was very marked. The concept of equitable development had also taken the back seat.

In the discussion in which Pramesh and Vijay Laxmi from the Core Team also participated, issues were raised pertaining to AKRSP(I) becoming a parallel organisation to the government, importance of village level institutions, process of diagnostic survey, village system of management etc. Here again I was most impressed by the commitment and dedication of the members of the SHT. Their involvement in resolution of village disputes was causing considerable frustration.

9.Perhaps you sold hope and he sold fear to the villagers in need of support.

I met the Core Team at the AKRSP(I) offices in Ahmad Abad. Besides Anil, the following participated in the discussion:

- Mr. Krishna Murthy — Programme Executive (Irrigation)
- Mr. Popatrao — Programme Executive (Agriculture)
- Mr. Jawahar — Programme Executive (Forestry)
- Mr. Vijay Laxmi — Programme Executive (Monitoring)
- Mr. Pankaj — Programme Executive (P&E)
- Mr. Parmesh — Programme Executive (Coordination)
- Mr. Meera — Programme Executive (Marketing)

Anil suggested exchange of visits between the two programmes which I strongly endorsed and promised to explore possibilities of such a visit in May 1988 with the Ministry of Interior. In the meanwhile, I have requested Andrew Weir to get the passport details etc., of the group, comprising 5 persons from CT and SHTs and to send these to Hakim for getting necessary clearance for helicopter travel.

Anil also mentioned about the low cost of biogas units in Gujrat area and I requested for detailed information on the subject for use by AKRSP (P). Their AI training programme could also be of great value to us.

The outline of briefing of AKRSP(P) had already been circulated by Pramesh to his colleagues. Anil asked me for my observations which I gave on the same lines as contained in the Note for Record. I emphasized the equitable development aspect of the programme to distinguish it from other development initiatives especially those by government at the micro level.

After the discussion at Anil's behest, Jawahar showed me round Ahmad Abad city including Gandhiji Ashram and the Syed Mosque and Popatrao saw me off at the airport the following day. My grateful thanks to both of them.

In the evening Anil hosted a dinner at the Gymkhana Club where I met the Secretary, Rural Development of the State Government and also Additional Secretary (Irrigation). It was most a pleasant affair and Anil's hospitality throughout my stay in Gujrat was simply overwhelming. I am most grateful to him and to other office staff who were very kind and courteous to me specially Pramesh and Vijay Laxmi who accompanied me to Surendra Nagar.

Annexure IV

Visit to AKF (India)

At AKF (India), I met with Dr. Siddiqi, the Chief Executive Officer (designate) on my way to Ahmadabad and on return, I met Mr. Rajeshwar Dayal, Chairman, AKF (India) who is relinquishing on January 1, 1988 in favour of Prof. Khusrao. Amirali Merchant of the Federal Council and acting Chief Executive Officer also happened to be in Delhi. Andrew Weir was also on tour of India and had a detailed discussion about my visit to Gujrat.

I had also to attend an official dinner given by Secretary, Ministry of Commerce, Government of India, AN Varma who happened to be my university contemporary at Lucknow, and also an official lunch hosted by my batchmat Dr. Humayun Khan in honour of Secretary's level meeting between India and Pakistan. Dr. Humayun Khan is Pakistan's Ambassador in India.

Dr. Tariq Siddiqi and Mr. Rafiq Akhund, Secretary Planning and Commerce respectively requested for copies of the World Bank evaluation. Tariq wanted 20 copies of the blue cover to enable him to distribute to the interested parties. Rafiq promised to visit Gilgit next spring.

My appointments with Mr. Lakshmi Jain, a Development Consultant and Kamla Bhasin of FAO had to be aborted because of the rally organised by the leftist party of India in Delhi in which half a million to one million people are said to have participated.

January 28-February 5, 1988

NOTE FOR THE RECORD

Subject: SSK's visit to U.S.A.

On the invitation of AKF(USA), SSK left Ottawa immediately after the conclusion of the CIDA-AKFC sponsored Rural Development Workshop on January 28 for the States. At Ithaca Iqbal Noorali (INA) and Professor Porus Olpadwalla received SSK and drove straight to Best Western Hotel.

The following morning SSK and INA briefly participated in the workshop on Arid and Semi-arid Land (Areas of Kenya) being run by Prof. Norman Uphoff and thereafter headed towards Department of International Studies in Planning. SSK's lecture on "New Approaches to Rural Development Participation: The Aga Khan Rural Support Programme in Northern Pakistan" had been co-sponsored by International Studies in Planning, Rural Development Committee and South Asia Programme. The lecture was the first of a series of 14 lectures scheduled for Spring 1988 as one of the Seminars at Cornell University. Nearly 200 students and faculty members came to the Seminar, SSK was introduced by the Director. The presentation was made with the assistance of slides, overhead projector transparencies. In the discussion clarifications were sought and questions raised pertaining to decentralized model of development planning, credit, women, services being provided to AKRSP, class issues and social status, replicability and sectarian issues. One of the participants turned out to be Z.U. Ahmed who had only recently joined the course.

After the seminar, some of the graduate students came to the office of Prof. Porus Olpadwalla and met SSK and the University Television Unit called "what is left of the news" recorded an interview for telecast by the local |Ithaca TV station. By 1530 hours, SSK and INA reached Institute of International Agriculture and met Director of the Institute Dr. W. Coward and Prof. Dier. Dr. Coward suggested contact with Institute of Rural Management Anand (IRMA) as a model for HRDD Institute at Gilgit. He also expressed an interest in AKRSP's summer internship programme and requested for a copy of the announcement for next summer.

Prof. Olpahdwala hosted a dinner at Danny's place which was attended by Director of Asia Programme, Director Regional Studies and Planning, visiting Professor Institute of Rural Management Anand, Chairman Rural Development Committee and Mrs. John Thomas. Prof. Norman Uphoff who is the Chairman of the Rural Development Committee promised to pay a visit to AKRSP and also to send relevant material which he had recently written on dynamics of organization and characteristics of village leaders.

It was fairly full and exhaustive day but Prof. Olpadwalla had organized an excellent programme which gave a unique opportunity for interaction with different academic departments and schools of thought at the Cornell University.

Hakim Feerasta seems to have indeed left an imprint at Cornell because wherever we went, his name always cropped up in one context or the other. He was remembered as a very serious and conscientious student who influenced even the recalcitrant to remain on the right path.

Saturday, January 30, 1988

At 0800 hours INA and SSK left Ithaca and arrived Chicago by 1030 hours via Pittsburgh. There is an hour difference in timing between Ithaca and Chicago. After checking in at Hilton which is situated within the airport precincts, left for a luncheon engagement arranged by the Jamaat at one of the restaurants in which nearly 30-40 persons participated. Dr. Zul Esmail with Mrs. Shamim Esmail (a psychologist), the President of National Committee were also present and later on were joined by Mr. Shafik Ladha, Chairman, AKF (USA) and his wife Mrs. Nolly Ladha.

In the evening a presentation on AKRSP had been arranged at the North Lake Jamaat Khana. Nearly 200 persons turned up at the presentation which comprised exhibition of the video "Changing Valleys", slides and overhead projector transparencies. Introductory speech was made by Dr. Zul Esmail and the concluding remarks by Mr. Shafik Ladha. Questions were asked about the replicability and sustainability of the programme and the presentation was followed by a reception. On INA's request SSK began speaking in Urdu, as the Jamat mostly comprises Pakistanis but *soon a note was passed on from the audience that "your Urdu is more difficult than English"*. Dr. Zul Esmail hosted a dinner at the local hotel before ending the day.[10]

Sunday, January 31, 1988

We took the morning flight to Houston and stayed in Holiday Inn. Houston's shimmering buildings speak of the oil boom which now gives the look of a ghost town. The hotel where we were staying, seemed totally deserted. The Jamaat Khana which is housed in a hired school building, was conveniently situated across the hotel, so that people found it very convenient to walk

10. I can't believe it. Perhaps Lucknow Urdu is different from Bombay Urdu.

over from the Jamaat Khana to the holiday Inn auditorium for the presentation on AKRSP. Nearly 200 people turned up although we were competing with the super bowl that evening. Mr. Shafik Ladha and Dr. Shiraz Dhanani, President South West Local Council spoke on the occasion and Mr. Ladha highlighted His Highness' interest in improving the humanity through health, education and rural development programmes. He also underscored the non-communal nature of AKF/AKRSP. The presentation was made with the help of slides and transparencies. Questions were asked about the relationship with government, potential for electricity generation and evaluation of programme impact.

Mr. Zul Dattu who is the Regional Coordinator for AKF hosted a sumptuous dinner at his residence. The interest of the Jamaat in AKRSP and the hospitality extended to us, was simply overwhelming.

Monday, February 1, 1988

By noon time, the flight from Houston landed at Washington DC which took about 2-1/2 hours excluding the one hour time difference between the two states. After checking in at the Washington Circle, SSK went over to AKF(USA) new office premises where Mr. Shoukat Kamal of the Voice of America recorded an interview on AKRSP. INA also introduced SSK to the other members of his team at AKF (USA).

In the evening INA hosted a dinner at his residence which turned out to be an extremely pleasant and relaxing evening. Mrs. Iqbal had been extremely kind and hospitable in arranging such a delicious feast.

Tuesday, February 2, 1988

USDA/USAID Seminar: The Brown Bag Seminar was organized by the United States Department of Agriculture and was attended by early 30 programme administrators of USDA/USAID and some NGOs. Messerschmidt who had run into Bob Shaw at Holiday Inn, Islamabad a few months back, was the contact person. His circular gave more than generous credit to the achievements of AKRSP. SSK also met Mr. Blanpunkt and Mr. French of USAID who had called on him at PARD in the seventies.

The presentation began at 12 noon with showing of the "Changing Valleys" followed by SSK's presentation with the help of overhead transparencies which was followed by a question-answer session. Nearly 1/3 of the group stayed back to see slides and ask more questions, the rest had to get back to their desks and the discussion had to be stopped around 1345 to enable SSK and INA to catch the 1430 flight to Boston. Dan introduced SSK. INA briefly spoke on the activities of AKF in general and AKF(USA) in particular.

The questions pertained to issues relating to organization of villages, phasing of programme activities, marketing of produce, diversification of village activities from agriculture to other fields and the impact of KKH.

Dan appeared very pleased with the seminar and considered attendance and participation highly satisfactory. His enthusiasm was shared by SSK and INA.

Harvard Experience: The flight took under an hour to reach Boston which brought back the memories of 'Boston Tea Party' from school days history lessons. No sooner had the taxi crossed the bridge, we were in Cambridge where Harvard University is situated with MIT within a mile of the Yard (Harvardians hate to use the word campus - Kennedy Harvard because his speech-writer had used the word campus). The Sheraton Commander Hotel where we checked in, promptly produced three umbrellas with our nametags on them, left by a solicitous Harvardian for our use. At the Boston airport, we had been joined by Shafik Ladha, who had earlier arrived from Atlanta after a 2-1/2 hours flight. It was a most touching gesture to come all the way to attend the presentation when he had already participated in the presentations at Chicago and Houston. The spirit of volunteerism, commitment and dedication found in USA Jamaat is indeed worthy of emulation.

The Sheraton had a distinction and elegance representative of the location. We were saved the use of umbrellas as we were driven down to the Harvard Faculty Club. The reception arranged by Rafik Keshvajee, a fifteen year resident of Harvard and member of its faculty besides currently the Vice President of the USA National Committee, attracted nearly 60-70 professors, faculty members, researchers, students and prominent persons such as Executive Director of the OXFAM USA, Prof. Marie Anne Schimmal etc. The great surprise was Prof. Price, Aga Khan Professor of Iranian Studies, whom at Gilgit, we had taken to be an imposter. A Turkish Professor of Anthropology proudly introduced me to another professor saying that he has also been to Cambridge - the real Cambridge. The Turk was a student of Frederick Barth, a friend of mine from Swat days. The prompt retort was that this is the real Cambridge. The Kirmanis from Pakistan and four civil servants on Mason Scholarships were also there.

After an hour, the invitees moved up to an upstairs room by 1830 hours and proceedings began with the showing of the video "Changing Valleys". After the video, Rafik introduced SSK which was followed by a presentation with the help of transparencies. Judith Tendler who wrote critical story of Foreign Aid, began the discussion with a question on the role of public sector in such innovative work or were such programme only within the competence or domain of NGOs. This was followed by questions on how the Aga Khan's association with the programme has been responsible for its success and what would be the impact without

the spiritual and religious backing. Anne Sweeter asked about the role of women and what was the programme doing for them. The following day at HIID, she gave her CV, expressing an interest to work with AKRSP's women programme. Sustainability of VOs was also discussed and the Aga Khan Professor for Iranian Studies asked about the support the programme received from peasants and how was opposition neutralized and what were AKRSP's plans in the field of education.

After the question-answer session, a number of participants came up to SSK to congratulate on the presentation. A few sought clarification on some issues. A few students of architecture, who had been Essa Khan's class fellows at Karachi and the civil service of Pakistan scholars also came up to meet SSK.

Rafik Keshvajee led us out of the Faculty Club by 2030 hours. It had started snowing and we promptly brought out our umbrellas. Shafik found that Harvard umbrella too complicated to unfold and SSK found his hopelessly inadequate to get protection from snow. Rafik sheepishly admitted that these $5 umbrellas had been flooded in the market by the South Koreans. We had no idea which direction we were going. INA in his thin rolled leather shoes started complaining about the dampness creeping up his socks. Rafik totally unconcerned with such distress went past Weidner Memorial Library explaining how the library came to be established by Weidner's parents after his death in the Titanic. The endowment carried the condition that every Harvard undergraduate must learn to swim, as Weidner could have escaped drowning if he would have been a swimmer. *The library holds 3 million books including the bible which saved the life of thief who while stealing the book fell from a height of sixty feet on the bible itself wrapped behind his back.*

Thereafter we passed the statue of three lies bearing the inscription John Harvard, Founder 1638. The statue was only a likeness of Harvard, because hundred years after John's death, another undergraduate sat as the sculptor's model. Harvard school was founded in 1636 and Harvard did not establish the school who simply donated some books to the school but got it named after him as he died while being a student of the biblical school - the original Harvard School. We finally reached the Pistachio after crossing the Freshmen's Yard, where the lawn is criss-crossed with concrete paths to facilitate crossing the lawn instead of preserving the grass.

The Pistachio is hemmed in high buildings on all four sides with a light glass roofing. The trees were illuminated with decorative bulbs looking like Jasmine flowers. The whole atmosphere was most congenial. No sooner had we sat down and ordered drinks when the tall and lean undergraduate type waitress ordered us to another table as we were sitting in a non-smoking area and Rafik and Iqbal were smoking. On the new table, Iqbal enquired of the waiter if the menu for this table would also be different. The waiter took just a moment to give the pat reply. 'It would be a smoking menu' Rafik informed us that quite often the President and other Dons of Harvard were seen at this restaurant. It was a most enjoyable meal. One was almost in awe of the tall statuesque waiters, who must have been undergraduates or at least they gave the aura of an intellectual halo around them.

We soon repaired to the hotel passing by the burning place, which had been converted into a grave yard, and the first church of a certain denomination. The next day was predicted as snowy, rainy and wet by the weatherman.

At 1000 hours on February 3, 1988, Rafik rang up to say it was bright sunny but cold and half an hour later, we started a round of the Harvard Yard. Shafik had already returned to Atlanta by the morning flight. Being the first day of the term, the place was swarming with students. We went into the registration hall with huge portraits and also saw the amphitheater attached to it reportedly with the best acoustics in the Yard.

The Kennedy School of Government is a new building and Harvard Institute for International Development (HIID) is located in one of its corners. Dr. Dwight Perkins, Director of the HIID began with an apologia that the Monday talks at HIID attract anywhere from 2 to 30 persons. This being a Wednesday, he was not sure on many people will turn up. Nearly 40 persons came and the session lasted beyond 1400 hours and had to be ended to enable us to catch our respective flights to New York and Washington DC. Dr. Perkins observed that he had rarely seen so many people turning up and they were almost going to be in trouble with the fire department as people were perched up even on fire hydrants.

A lively discussion followed the transparencies-cum-slides presentation. Issues were raised and clarifications sought on critical factor conducive to organization of rural poor, incentives needed to keep the VOs going (Dr. Perkin); aspects of savings, land development and types of PPI (Prof. Montgomery), women's programme and how their work load is being reduced (Dave Bell) conflicts and dissents in participation and how these are overcome including man women conflict, social forestry etc.

Dr. John Thomas met SSK for the first time after 1975 consultancy at PARD Peshawar. Feisel Nanji was also there, now working for an investment company and thoughtfully brought a gift for SSK. The remaining Pakistani civil servants who could not make it last evening, also came. By the time, we came out of HIID, it had started snowing. Rafik Keshvajee saw us into a taxi and bade goodbye. SSK left truly indebted to RAfik for a marvelous programme at Harvard. Rafik must have taken considerable pains to organize such an immaculate and memorable programme.

The flight to New York reached in the evening and after an overnight stay and a visit to UNICEF headquarters in its new building, SSK left for London arriving on February 5, 1988 to resume the last week of the annual leave. At UNICEF, Manou Assadi, Director of Personnel informed SSK of his plans to spend 4-6 weeks at AKRSP in May-June 1988. He intends to write a 20-25 page memo. for his colleagues in UNICEF drawing lessons from AKRSP experience relevant to UNICEF programming. Assadi was Director of Programme Division before coming to Personnel.

The seven days in the States took me to six places and included four major presentations before development administrators, academics and students. Two presentations before the Jamaat, dinner by Prof. Olpadwalla at Cornell, luncheon at Chicago by President of the National Council, dinner at Houston by a prominent Jamaat member, dinner at Washington DC by Iqbal, reception at Harvard by Rafik Keshvajee and many other informal dinners and lunches and discussions. The hospitality was simply overwhelming especially the kindness with which I was received by Mr. & Mrs. Shafik Ladha and Mr. & Mrs. Zul Esmail. Shafik indeed went out of his way, at considerable personal inconvenience to make me feel important and most welcome. I must say that the programme was so tight and exhausting that I had my qualms about its utility. Iqbal did not even give me enough time at one place to get my laundry washed. But as the programme unfolded, I found it not only stimulating and enjoyable but a sheer intellectual feast. The exposures I got at Cornell and Harvard,I would do anything to get. Many thanks to Iqbal for arranging such a wonderful programme and for all the kindness and hospitality (including washing of my laundry at his home). The AKF office at Washington went to considerable trouble in arranging all the details of the programme for which I am most obliged to them.

Center for International Studies

Itinerary

Mr. Shoaib Sultan Khan
General Manager
Aga Khan Foundation/Pakistan

Mr. Iqbal Noor Ali
Chief Executive Officer
Aga Khan Foundation/US

Arrival

Arrive at Ithaca Airport, Thursday evening, January 29. Porus Olpadwala will meet and bring Mr. Khan and Mr. Ali to their hotel.

Hotel

Best Western, East Hill Plaza, Ithaca, NY 14853, (607) 272-6100

Friday, January 29

0900-1200	-	Workshop on Arid and semiarid Land (ASAL) Areas of Kenya (material attached) Professor Norman Uphoff, Chairman, Rural Development Committee.
1215-1400	-	Seminar (International Studies in Planning), 115 Tjaden Hall.
1400-1515	-	Lunch
1530-1600	-	Professor Ed Oyer, Acting Associate Director, International Agriculture Programme, 350 Caldwell Hall
1600-1630	-	Zafar Ahmed, MPS/ID Student, Aga Khan Foundation/Pakistan.
1900	-	Dinner Danny's Place, Bonnie MacDougal, Director South Asia Programme. Porus Olpadwala, Director International Studies in Planning Tushaar Shah, Visiting Professor, Institute of Rural Management, Anand Norman Uphoff, Chairman, Rural Development Committee.

Departure

Leave Ithaca early morning, Saturday, January 30.

RURAL DEVELOPMENT COMMITTEE

SPEAKER:	Mr. Shoaib Sultan Khan
TOPIC:	"NEW APPROACHES TO RURAL DEVELOPMENT PARTICIPATION: THE AGA KHAN RURAL SUPPORT PROGRAMME IN NORTHERN PAKISTAN".
TIME/PLACE	1215 hours (Brown Bag Seminar) 115 Tjaden Hall
DATE:	Friday, January 29th

Co-sponsored with International Studies in Planning and the South Asia Programme.

Cornell University International studies in Planning

West Sibley Hall,
Ithaca, NY 14853-6701, USA
607/255-6852

January 1988

CRP 671

This seminar series is also a 1-credit S/U course. Sign up for it as with any other course.

The course requirement are:

1. Attendance: a sign-up sheet will circulate each Friday. Please be sure that you sigh up each week.
2. A two-page (approximately 500 word, typed, double spaced) evaluation of the entire series, due in class the last Friday (May 6). This should state what you particularly liked and disliked, and offer suggestions for the future.

CRP 671 may be re-taken for credit in multiple years, since the guest-speakers change.

The seminar congregates a little after noon. Presentations begin at 1220 hours. Discussions often continue until almost 1400 hours. Those with a 1325 hours class, should leave as silently as possible. Using the upper-level doors to 115 Tjaden for late-entry/early-exit is suggested.

Shoaib Sultan Khan

Shoaib Sultan Khan is General Manager of the Aga Khan Rural Support Programme in Pakistan.

Mr. Khan was born in India, and had his early education there, receiving an MA degree from Lucknow University in 1953. He attended Cambridge University in England in 1956-57 for a course on Public Administration. Mr. Khan also has a Bachelor of Laws degree from Peshawar University, plus has done academic work in Birmingham University and at Queen Elizabeth House, Oxford.

Mr. Khan joined the Civil Service of Pakistan in 1955 and has held a number of positions of responsibility in the Pakistan administration. He has been Deputy Director of the Pakistan Civil Service Academy; Commissioner of the Karachi Division; Secretary, Health, Education and Social Welfare in the Provincial Government of the North West Frontier Provinces; and Director of the Pakistan Academy for Rural Development.

Mr. Khan has been mainly involved with rural development since 1959. He was responsible for setting up the Daudzai Pilot Project in Pakistan, was a consultant in 1978 with the UN Centre for Regional Development in Nagoya, Japan and for UNICEF in 1979-82 with the Mahaveli Ganga Development Project in Sri Lanka. He has been with the Aga Khan Foundation since 1982.

Mr. Khan's professional interests are in the area of development administration and social organization. His talk today will be on the Foundation's activities in the Himalayan Ares of Gilgit, Chitral and Baltistan in Northern Pakistan.

United States Department of Agriculture | Forest Service | Washington Office | 12th & Independence SW, P.O. Box 96090, Washington, DC 20090-6090

Caring for the Land and Serving People

Reply to: 1550 International Forestry Date: January 13, 1988

Subject: Brown Bag Seminar

To: Brown Bag Distribution List

TOPIC: "SUCCESSFUL RURAL DEVELOPMENT IN THE MOUNTAINS OF PAKISTAN".

SPEAKER: Mr. Shoaib Sultan Khan, General Manager of the Aga Khan Rural Support Programme (AKRSP) in Northern Pakistan.

DATE: Tuesday, February 2, 1988

TIME: 1200 noon to 1300 hours

PLACE: Winrock Conference Room, 6th Floor, 1611 N. Kent Street (Rosslyn Plaza) Arlington, Virginia.

CONTACT: Don Messerschmidt. 235-2432

ABSTRACT: Until recently, cost-effective development was thought to be impossible in the harsh and mountainous regions of northern Pakistan. With only one acre of cultivated land per family, the per capital income for the 750,000 people in the area is only about $200. But the dramatic success of the Aga Khan Rural Support Programme, begun in 1982, in proving that a creative and well-managed development project can overcome great odds. The programme encourages, as a first step, the creation of a decision-making organization in each village. This group is then offered financing for a small project (usually an irrigation channel or link road) that will increase incomes. But each village must agree to plant, construct and maintain its own project and to save money on a regular basis. So far, more than 300 projects have been completed and about $1.5 million saved. Many village organizations are now able to finance other development activities. Community forestry is one of the innovative activities of this project. An independent World Bank evaluation - commissioned by AKF. AID and other donors - concluded that the programme had "produced outstanding results" and should be used as a model for development efforts in other parts of the world.

NOTE FOR THE RECORD

Subject: SSK's visit to Geneva ... February 16-17, 1988

On the invitation of the Graduate Institute of International Studies, Geneva and Friends of Asia Club, SSK spoke on AKRSP at a luncheon on 17.2.1988 attended by 22 members of the Friends of Asia Club whose President Mr. Thierry Barbey is a senior partner of the second largest private bank in Switzerland. The talk was well received as some of the members present had already visited Northern Areas and China by road including Prof. Gilbert Etienna. One of the participants had even been to Punyal and enquired about the Raja of Punyal, whose motto is "Where Heaven and Earth Meet". Questions were asked about the impact of AKRSP on strengthening the position of the have-nots and the political force of the village organizations. Mr. Barbey after the speech, presented gift of a Swiss watch to SSK and also commented that AKF has been in Geneva for the last ten years and why didn't we do this before.

The luncheon meeting was followed by a full scale presentation on AKRSP for the Graduate Institute of International Studies with the aid of "Changing Valleys" and transparencies. More than 50 people were present. Bill who was on a week's holiday, specially drove from his holiday resort to participate in the seminar. SSK was introduced to Prof. Etienna and Bill also spoke on AKF. Questions were asked about the difficulties in implementing the programme, linkages with government programme and the role of NGOs as a catalyst. On replicability the effect of caste structure, discordant segments of society and cultural values were raised. The use of the existing organizations and the phasing out policy being followed by other participatory development approaches were contrasted with the AKRSP's strategy. A specific question was asked about collaboration between IFAD and AKRSP in Chitral.

At AKF office, I was delighted to renew contacts with Diane, JPN, Jeremy Greenland, R. Wilson and others. I am so grateful to Diane for taking care of so many matters both official and personal pertaining to AKRSP and myself. JPN was kind enough to get the cash from the bank himself for me and I felt most embarrassed causing him this inconvenience. It was agreed with JPN that Nisar would proceed to Geneva on 11.4.1988 and stay there till the 24th for training. His training would be followed by a visit to Gilgit by JPN in May.

Bob and Isobel had insisted on my staying with them and I felt absolutely at home in Geneva. Their kindness and hospitality was peerless as usual.

NOTE FOR THE RECORD

Subject: World Bank Seminar ... Rural Development Lessons from Experience ... Paris ... February 18, 1988

Bob and SSK took off from Geneva by the morning flight on 18.2.1988 and from the Charles de Gaulle airport, drove straight to the World Bank office in Paris, the venue for the seminar.

I had received an invitation to the seminar from Mr. Yves Rovani, Director General, Operations Evaluation of the World Bank (as per annexure). The programme and the list of the participants is at Annexure 4 and 5.

Mr. Rovani's introductory remarks stated that the objective of the seminar was to exchange evaluation experience. The Chairman of the first session Dr. Bohnet of Germany referred to the two decades of rural development strategy and requested Graham Donaldson of the World Bank to make his presentation in 20 minutes. Dr. Donaldson referred to his exquisite agony, in presenting 20 years experience in 20 minutes, however, he went on to refer to the experience of JCRR in Taiwan, Comilla in Bangladesh and other projects. On the subject of institution building and beneficiary involvement, he made a pointed reference to AKRSP as compared to the projects assisted by the bank. In the field of rural development, he commended a more flexible approach and contrasted the merits of the process approach compared to the blue print approach. His paper is at Annexure 6.

Dr. Donaldson's presentation was followed of Dr. Birgegard of Sweden. He commented Dr. Donaldson on the identification of key issues but dwelt on the inadequacy of the existing rural development strategies because of the lack of consonance between goals and means. He emphasized the importance of macro-economic policies for achievement of rural development strategy goals. In regard to institution building, he referred to AKRSP experience and hoped to learn more from the scheduled presentation on the subject later in the seminar, because in his view people's participation was a nebulous term and rural people were seldom given an opportunity to participate in the development process.

Dr. Bohnet on the basis of the two presentations, identified the following areas for discussion and debate:

1. Origin and development (including thinking) leading to rural development strategy.
2. Achievements of rural development
3. Findings of evaluations
4. Reasons for success and failures
5. Conclusions for the future.

In the discussion a number of countries participated including France, USAID, Netherlands, Australia, UK and Germany. Giving World Bank perspective Mr. Yves referred to the different phases of the origin of rural development, which encompassed general development with focus in infrastructure developed followed by a concern for the problems of small holders with intervention to deal directly with these problems and working of markets to create accessibility to credit, inputs, sale of products etc. RS referred to the success achieved in the field of rural development and gave the example of India and Bangladesh where rural development strategy played a vital role in averting famine. Since 1973 despite the increase in population, the number of poor has been contained below 800 million. He referred to the lack of access and assets in the dry areas, the disadvantaged position of women and the affect of agricultural production on the environment. He emphasized the integration of agriculture with other sectors. Dr. Donaldson referred to Dr. Schultz's contribution to the origin of rural development strategies 20 years ago and also made a "cheeky" (in his own words) reference to the issues of human rights.

The presentation on AKRSP was scheduled from 1700 hours to 1830 hours and was chaired by Ms Metzsch of Netherlands who is Head of the Evaluation Unit. SSK made the presentation with the assistance of slides and transparencies. He also thanked the World Bank for inviting him to make the presentation and acknowledged assistance received from CIDA, Netherlands, ODA, USAID, who were present in the workshop. On bob's pointing out CEC donation was also acknowledged. The CEC delegate inquired about the costs and staffing. The USAID participant commented the different features of AKRSP but enquired how it could be replicated through government agencies countrywide.

Bob complementing SSK referred to the need for integration at village level to reach out supplies and services and highlighted the importance of the VOs in achieving this integration. He also referred to the initiative taken by the local Director of USAID in Pakistan for replicating AKRSP in NWFP. He admitted that these were difficult areas which need to be addressed with greatest care and caution and he referred to AKRSP's role in the long run to audit and supervision.

The Irish delegate referred to the breakdown in communication between planners and villagers and highlighted the importance of dialogues and the concept of partnership.

Dr. Donaldson referred to the elements of personal leadership and the dedication with which work has been carried on "jeepable donkey tracks" by the staff of AKRSP. The Management Group's emphasis on a clear cut economic model and the

importance of KKH in getting high returns to farmers on investment. In his view AKRSP strategy is just the reverse of what the bank has been doing. There is an immediate cash flow right up from and without this basic investment it is not possible to achieve rural development in the vacuum.

Dr. Bohnet of Germany observed that after the pessimistic debate on rural development since morning, there is a frontal attack injecting a note of optimism and enquired of SSK as to why these simple and straight-forward principles of rural development which AKRSP has sponsored, were not adopted by so many rural development programmes and what are the real difficulties faced by the MG in implementing these principles.

In reply it was pointed out that the principles are simple to understand but indeed difficult to implement but then there is no alternative for helping the small holders to rise up the level of subsistence. The strategy was initiated in the middle of the 19th century and wherever it has been implemented in its true form and spirit whether be it Japan, or Taiwan, or Comilla or Korea, results have been uniform. *The success of the strategy, of course depends on identifying genuine activists as Raiffesen did in his time because it is the activist who would be able to carry the co-villagers with him and not an outside agency. Thus the success of the strategy depends on its acceptance by the villagers themselves which is not an easy task. The AKRSP experience shows that if the principles are incorporated in the development strategy and a right approach is made to the rural poor, their response is likely to be positive.*[11]

Chairman of the session Ms Metzsch referred to the rigid monitoring and evaluation which AKRSP has been undertaking and its refusal to compromise on the principles of development. At the end of the session she came up to SSK and said that she was proud that Netherlands was associated with AKRSP.

After the session, a number of people came up to SSK whose questions could not be accommodated during the session due to lack of time, one of them suggested that "you should be confined to an island and asked to write your experience". He was particularly impressed by AKRSP's approach not to meddle in the village disputes and let the villagers resolve it. Dr. Brigegard also highly commended the presentation so did Mr. Vyas and many others. Mr. Rovani commented "after the pessimistic notes of the pre-AKRSP presentation discussions, you really made our day".

Washington D.C. 20433, U.S.A.

Yves Rovani
Director General
Operation Evaluation

December 10, 1987

Mr. Shoaib Sultan Khan
Aga Khan Rural Support Program
Babar Road
Gilgit, Northern Areas, Pakistan

Dr. Mr. Khan,

We are planning a seminar on rural development, where evaluators as well as implementors would share their experience, and I would very much like to invite your participation in this seminar.

The Operations Evaluation Department has recently completed a study entitled "Review of Bank Experience with Rural Development". This report follows two other recently completed evaluations, namely an impact evaluation on rural development in cotton areas in West Africa and the interim evaluation of the Aga Khan Rural Support Program. You are certainly familiar with the latter study but I have attached copies of the two other studies which I am sure you might find of interest. The richness of the findings in these three reports led us to believe that the time had come to share more systematically the experiences contained in rural development evaluations. The Seminar which would follow the spring meeting of the DAC Expert Group on

11. An important trait of a good activist is his capacity to carry the co-villagers with him. Leaders who are accessible to the community can carry them along. The secret is reciprocity.

Aid Evaluation, would be organized under the auspices of the World Bank and take place in the European Office in Paris next February 18-19, 1988.

I understand that you might be in Europe around that time and would be grateful if you could participate and make a presentation to the seminar. I believe that the participating official aid agencies would welcome learning from your experience and AKRSP's original approach to community development as well as benefitting from your comments on their programs.

I look forward to a favourable reply preferably by telex.

Sincerely yours,

Yves Rovani

Attachments:

PS.Should the above be agreeable to you, I also understand that you have produced a new film about AKRSP. Would you like to propose to show it, followed by your discussion, or would you have another format in mind for your presentation?

The World Bank
International Bank for Reconstruction
and Development, International Development Association
1818 H. Street, N.W. Washington DC 20433, U.S.A.
(202) 477-1234: Cable Address: INTBAFRAD - Cable Address: INDEVAS

January 25, 1988

Mr. Shoaib Sultan Khan
15 Heather Walk Edgeware
Middlesex HA8 9TS
England.

Dear Mr. Khan:

Further to our conversation today, please find attached draft of the proposed program for the rural development seminar. I have also enclosed two other studies which we have distributed to the participants of the DAC expert group on aid evaluation, namely:

- A Review of Experience with Integrated Rural Development by Dr. Lars Birgegard
- AID's Experience with Integrated Rural Development Project.

There are a number of other papers which Prof. Birgegard prepared and although they have not yet been distributed to participants, I am sure they are of interest to you:

- Has the World Bank abandoned its focus on poverty alleviation?
- Issues and considerations when designing projects for local government development.
- A modified approach to multi-sectoral area development.

As you can see from the draft programme we would like to discuss your experience in Northern Pakistan as a case study in the afternoon of the first day. May we suggest that a brief introductory statement of about say 20-30 minutes, followed by a question and answer period, might be the most appropriate way to learn the lessons from your experience (please note that the interim evaluation on the Aga Khan Rural Support Program in Pakistan has already been distributed to the participants in the DAC Expert Group on Aid Evaluation). It would be very helpful if your introductory statement would also be available as a paper, as this would considerably facilitate the work of the interpreter (simultaneous French/English translation will be provided at the seminar).

We have asked Mrs. Hedy von Metzsch, Chief Operations Review Unit, Director General for International Cooperation in the Ministry of Foreign Affairs in the Netherlands to be the chairperson of this session. You might wish to discuss with her in more detail how the session should be organized, including how best to deal with the general discussion and questions and answers. In this context, please note that Mrs. von Metzsch can be reached at this telephone number: (70) 485 890

I look forward to meeting you in Washington in early February to discuss any of the Seminar arrangements in more detail.

Sincerely yours
Robert-Jan E.M. van der Lugt
Special Advisor and Assistant
to the Director-General,
Operations Evaluation.

Attachment:

The World Bank
Washington D.C. 20433, U.S.A.

YVES ROVANI
Director General
Operation Evaluation

January 28, 1988

Participants in the DAC
Expert Group on Aid Evaluation

Rural Development Seminar

Dear Colleague:

Last year I outlined to you initial thoughts on how we could share lessons from experience in a rural development seminar. Subsequently, we sent you some background documentation and tentative programme suggestions. Thanks to the many reactions that we have received, as well as the positive response of members of the DAC Expert Group of Aid Evaluation to actively participate in the seminar as chairpersons, presenters or discussants, we have now been able to finalize the arrangements for the seminar.

As you know, the intent and purpose of this seminar, which was conceived in response to suggestions by the Chairman and several members regarding the future work program of the Group, is to provide the DAC Expert Group of Aid Evaluation with an opportunity to exchange evaluation experience - outside the DAC framework - on a set of substantive development issues in addition to - and in support of - its regular meetings and agenda. it is thus experimental both for the Expert Group, which will have to evaluate its usefulness for its purposes and for the World Bank's Operations Evaluation Staff who have never undertaken anything like this before.

Rural Development was selected as the topic because of both its relevance to today's renewed concerns about poverty alleviation and the fact that all participants had evaluation experience to contribute, offering scope for exchanging very interesting papers for broad participation in discussions at the seminar.

Consistent with our mandate, evaluation rather than policy will be the focus. While in the end, we will try to draw together some implications for the future. I do hope that we also address in this context the implications of this seminar for our future work in terms of both the dissemination of our collective findings and the focus of future evaluation work on this important subject.

We have planned this seminar as a low key, meeting of experts, hoping to preserve in the different environment of the World Bank's European Office the spirit prevailing in the meetings of the Group. I cannot emphasize enough my own wish to have a free flowing discussion amongst experts rather than presentations of institutional positions.

As the attached program indicates the seminar will center around three themes:

- Rural Development Strategy
- Project Implementation and Mode of Operation
- Country Conditions and External Influences.

In addition, there will be a presentation on a rural development experience of an NGO (Aga Khan Rural Support Program in Northern Pakistan) and a panel discussion to draw conclusions for the future. Before closing, I would ask Mr. Haven North to offer some remarks on the implications of the seminar for the Group.

In general, each session will start with an introductory presentation (15-20 minutes) followed by statements by one or more discussants (10-15 minutes). This will then undoubtedly set the stage for a lively debate. However, in order to make these discussions as fruitful as possible, I would hope that each of us in discussing a certain theme would concentrate on say, the five or so major issues - both positive and negative - that have been of particular relevance in your experience.

In order to drive maximum benefit of our discussions together we have made arrangements for lunch on the premises. These and other logistics are detailed in the attached. However, I would like to underline the need for us to know the names (and functions) of those attending the seminar well in advance. Please send us a telex or fax message to that effect. This is needed not only to finalize the logistical arrangements but also to comply with security arrangements.

I hope to hear from all of you as soon as possible.

Sincerely yours

Attachments: Yves Rovani

RURAL DEVELOPMENT - LESSONS FROM EXPERIENCE

Seminars for Evaluators and Implementers

A:	SEMINAR DETAILS:
Date:	Thursday, February 18, 1988, 0900 hours through Friday February 19, 1988 , 1600 hours.
Venue:	World Bank European Office, 66 Avenue d'lena, Paris ... Conference Center, Lower level
Phone:	97-23-54-21
Arrangements:	Simultaneous translations English/French will be provided. There will be a buffet luncheon on the premises both days, coffee service during breaks and cocktails at 1830 hours on February 18.
Cost:	Each participant will be asked to contribute FF700 for food service. Payment is to be made in cash to the conference secretariat.
Accommodation:	Arrangements for accommodations in Paris are the responsibility of the participants themselves.
Travel:	Travel arrangements to and from the seminar will have to be made by the participants. However, the conference secretariat will be able to help with reconfirmations.
No. of participants:	It is suggested that, where possible, each delegation have to participants, one from the evaluation side and on rural development implementer. Where delegations have a major function in the seminar (such as chairing, presentation or discussant), a third participant could be added.
Security:	Strict security arrangements are in effect in the Bank's building in Paris. Only those persons who have registered in advance, will be allowed to enter the premises. Composition of delegation should be made known to OED as soon as possible and any subsequent changes should be communicated by telephone and telex without delay.

Background Paper:Participants are invited to contribute any existing evaluation papers which are in their own view relevant to the subject of the seminar. Those papers should be addressed by them directly to all participants and copies should be made available for distribution at the seminar (attention Mme Jinine Savaux, Rural Development Seminar, World Bank European Office). A list of papers will be drawn up and distributed at the seminar.

Seminar Papers:Presenters and discussants are invited to use all such papers and make appropriate reference to them in their own presentations. Presenters and discussants have been asked to prepare short papers covering their presentation and to distribute them to all extent possible a few days in advance of the meeting at least to the chairman and other panel members of their respective sessions, as well as the conference secretariat. Papers should, to all extent possible, be submitted in both English and French. Copies should be available for interpreters at the seminar.

Confidentiality:	All papers submitted and discussed at the seminar should be restricted to the use of participants and their own government agencies except as specifically authorized by the originating agency.
Registration:	February 18 from 0900-1000 - participants will be provided with name tags and any other conference materials. At this time, we should also like to collect the contributions for food services.

B: PROGRAMME

February 18, 1988

0900-1000	Check in of participants (Coffee and croissants)		
1000-1030	Openings Remarks by Yves Rovani Director General, Operations Evaluation		
1000-1230	I.	Rural Development Strategy	
		Chair:	Dr. Bohnet (Germany)
		Presentation	Graham Donaldson (World Bank)
		Discussant:	Dr. Lars Birgegard (Sweden)
1230-1430	Lunch (on Bank premises)		
1430-1630	II.	Project Implementation & Mode of Operations	
		Chair:	Mr. Klaus Winkel (Denmark)
		Presentation:	Mr. Haven North (USA)
		Discussant:	Mr. Yves Chaigncau (France)
		Discussant:	Mr. Regis Avanthay (Switzerland)
1630-1700	Coffee Break		
1700-1830	Community Participation: The Northern Pakistan Case Study		
		Chair:	Mrs. Hedy I. von Metzsch (Netherlands)
		Presentation:	Mr. Khan (Aga Khan Rural Support Program)
1830-2000	Cocktails		

February 19, 1988

0930-1200	III.	Country Conditions and External Influences	
		Chair:	Mr. Kenneth King (UNDP)

		Presentation:	Mr. John Morris (UK)
		Discussant:	Mr. W.M. Girma (African Development Bank)
		Discussant:	Mr. Pablo Guerrero (Inter-American Development Bank)
		Discussant:	Mr. Timothy Peterson (Asian Development Bank)
1200-1400	Lunch (on Bank premises)		
1400-1530	IV.	Consequences for RD into the 21st Century (Panel Discussion)	
		Moderator:	Graham Donaldson
		Panel:	Messrs. Bohnet, Winkel, King and Mrs. von Metzsch
1530-1545	V.	Consequence for DAC Expert Group	
		Mr. Haven North, Chairman, DAC Expert Group	
1550-1600	VI.	Closing Remarks	
		Mr. Yves Rovani	
		Director General, Operation Evaluation	

C. BACKGROUND DOCUMENTATION

*1. World Bank Experience, with Rural Development (World Bank Report No. 6883) - available from the World Bank.
*2. Impact Evaluation of Cotton Development Programmes in Burkina Faso, Cote d'Ivoire and Togo (World Bank Report No. 6878) - available from the World Bank.
*3. A Review of Experiences with Integrated Rural Development (IRD) (Swedish University of Agricultural Sciences, Issue Paper No. 3) - available from SIDA.
4*. The Aga Khan Rural Support Programme in Pakistan - An Interim Evaluation (World Bank Operations Evaluation Study) - available from the World Bank.
5*. A.I.D's Experience with Integrated Rural Development Projects (USAID Programme Evaluation Report No. 19) - available from USAID.
6. Rural Development in Asia and the Pacific (two volumes) - available from the Asian Development Bank.
7. Rural Development,. Conclusions and Recommendations based on Rural Development Evaluations (EEC Basic Principles) - available from EEC.

*Already distributed to members of the DAC Expert Group on Aid Evaluation.

SEMINAR

RURAL DEVELOPMENT

LESSONS FROM EXPERIENCE

February 18, 1988

0900-1000	Check-in of Participants (Coffee and croissants)
1000-1015	Opening Remarks by Yves Rovani Director General, Operations Evaluation

1015-1230 I. Rural Development Strategy

Aspects to be covered:

- The origins of RD thinking, including changing perspectives during the sixties on development and emerging experiences in various countries; alternatives to the smallholder strategy; actions of development agencies and developing countries, including details of agency initiatives.
- The evaluation approach and framework; if issues to be addressed, available data and types of analyses.
- Discussion of definitions, goals, strategies, policies, funding trends, and project approaches to rural development.

Chair: Dr. Bohnet (Germany)

Presentation: Dr. Graham Donaldson (World Bank)

Discussant: Dr. Lars Erik Birgegard (Sweden)

1230-1430 Lunch (On Bank premises)

1430-1630 II. Project Implementation & Mode of Operations

Aspects to be covered:

- Characteristics of projects and components; alternative project models plus the balance of social, institutional and production elements.
- Internal efficiency: Discussion of how developmental institutions, organizations and modes of operation influenced the performance of RD efforts.
- External efficiency: Discussion of project-specific issues and experience, including project management and evaluation, appropriateness of size and complexity of projects, choice of management structure, adequacy of technology, local participation and choice of management.

Chair: Mr. Klaus Winkel (Denmark)

Presentation: Mr. Haven North (USA)

Discussant: Mr. Deveze (France)

Discussant: Mr. Regis Avanthay (Switzerland)

1630-1700 Coffee Break

1700-1830 Community Participation: The Northern Pakistan Case Study.

Chair: Mrs. Hedy I. von Metzsch (Netherlands)

Presentation: Mr. Shoaib Sultan (Aga Khan Rural Support Programme)

1830-2000 Cocktails.

February 19, 1988

0930-1200 III. Country Conditions and External Influence

Aspects to be covered:

- Identification and discussion of key external factors that have affected the performance of RD projects: economic environment; human resources; government commitment and country policies.
- Interaction between RD projects and their environment including policy conditionality, institution building, agency-government dialogues; fiscal measures; the role of non-government organizations; technical assistance.

Chair: Mr. Jehan Raheem (UNDP)

Presentation: Mr. John Morris (UK)

		Discussant:	Mr. W.M. Girm (African Development Bank)
		Discussant:	Mr. Pablo Guerrero (Inter-American Development Bank)
		Discussant:	Mr. Timothy Peterson (Asian Development Bank)
1200-1400	Lunch (on Bank premises).		
1400-1530	IV.	Consequences for RD into the 21 Century	
		- A panel discussion of lessons from development experience towards building a consensus on future directions in RD development.	
		Moderator:	Mr. Graham Donaldson (World Bank)
		Panel:	Messrs. Bohnet, Winkel, King, Mrs. von Metzsch
1530-1545	V.	Consequences for DAC Expert Group	
		Mr. Haven North, Chairman, DAC Expert Group	
1545-1600	VI.	Closing Remarks	
		Mr. Yves Rovani, Director General, Operations Evaluation, World Bank.	

Restricted
February 15, 1988

SEMINAR/SEMINAIRE

RURAL DEVELOPMENT/DEVELOPEMENT RURAL

LESSONS FROM EXPERIENCE/LECONS DE L'EXPERIENCE

Paris, February 18-19, 1988/Paris, 18-19 fevrier 1988

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	Mr. Graham Donaldson, Chief, Agriculture, Infrastructure and Human Resource Division, Operations Evaluation Department.
	Mr. Robert-Jan E.M. van der Lugt, Special Advisor and Assistant to the Director General, Operations Evaluation.
	Mr. Julian Blackwood, Senior Evaluation Officer, Agriculture, Infrastructure and Human Resource Division, Operations Evaluation Department.
SEMINAR SECRETARIAT/ SECRETARIAT DU SEMINAIRE	Mr. Christian Guillot, Operations Evaluation Department, World Bank.

RURAL DEVELOPMENT - IMPLEMENTATION OF A STRATEGY

Graham Donaldson*[1]

Introduction:

It falls to me to open these proceedings and I do so with a mixture of pleasure and some trepidation. While acutely aware of the importance of the subject, I am also aware of its vastness and of the variety of perceptions that we each tend to bring to bear on the issues involved. Let me start, therefore, with a clarification of what I hope we can all accept as a definition of rural development and then offer an evaluative framework or context for our discussions.

"Rural Development" in the context of these discussions may be taken to mean improving the living conditions of poor people residing in rural areas. In practice, the particular approaches with which we are concerned are those which place particular stress on improved agricultural production and the economic and social infrastructure to support it. Others among you may have more precise but more functional meanings-for example, the Bank has defined rural development projects for monitoring purposes as those where at least half of the direct benefits were expected to accrue to the rural poverty target group. The implications of the rural development strategy were that the Bank would modify its expanding lending programme (i) to do more of those types of projects which were consistent with the strategy, (ii) to curtail or cease doing some that were not consistent with rural development, and (iii) to introduce "new style" projects that were designed specifically to meet the broader goals of rural development in particular situations. Its aims were, and remain, not only to improve farm production but to show tangible benefits to poor rural people. To implement the strategy the Bank relied, until quite recently, almost exclusively funding projects to assist smallholders.

Executive Framework

The purpose of this workshop is, as I understand it, to interpret and assess the findings of several formal evaluations carried out in by different agencies in recent months, including of course, the recently published OED report, "Rural Development - World Bank Experience, 1985-86". It is the findings of this report that provide much of the basis for this paper and our discussions over the next two days. We hope that these discussion will provide an opportunity for validating our respective findings and for comparing experience in different settings.

However, it is apparent and responsible that the various evaluations have not all asked the same questions and that the evaluation framework has been different.

The World Bank evaluation has used the statements of the "Rural Development Sector Policy Paper" as a frame of reference against which to assess achievements. This necessitated examining a great range and variety of assumptions and expectations in relation to perceived outcomes directly associated with the Bank's activities in this field. The report presents, in fact, an assessment of the impact of the strategy on Bank rural sector lending and in turn its impact in borrowing countries. But the rural development strategy enunciated by Robert McNamara in his Nairobi Address of 1973 was much broader than this. In particular, it called for all governments and agencies, both donors and recipients, to endorse and pursue such a strategy in their development programmes. Evaluating "the strategy" implies a different (and broader) framework than that adopted by the Bank OED study or by those available from other agencies. However, the questions addressed by the individual agencies constitute a large part of the broader evaluation. Further, taken collectively they may permit us to go some way toward assessing the global rural development strategy. This would include such questions as what has been the impact on development agencies - including policies and activities of bilateral and multilateral agencies, NGOs, and foreign policy initiatives (such as IFAD)? What has been the effect on less developed countries - including policy changes, institutional adjustments, farmer groups?

Such an assessment might also examine broader questions such as: what was the origin of the rural development strategy? perhaps starting with Schultz' book Transforming Traditional Agriculture, but looking also at the colonial legacy in some countries and the early "aid" activities such as village development in others; whether the idea was sound or not and why? What strategy alternatives were considered, or should have been considered by the Bank? What models were used or might have been used in formulating country strategies for rural development?

Finally, in this context, perhaps a word of evaluator's caution for we are all aware that evaluation findings may be misused or otherwise damaging. While I think we are all conscious of the need to reassess some of the assumptions and expectations held for rural development, after 20 years of endeavor, we must also be aware that a certain fragility attends some of them. It is well to recall the difficulties of the birth of rural development as a mainstream development strategy - among competing perspectives

* Paper presented to the World Bank Seminar on the Evaluation of Rural Development, Paris, February 18-19, 1988. The author is Chief, Agriculture, Infrastructure and Human Resources Division, Operations Evaluation Department, World Bank.[1]

and priorities, with some degree of skepticism and, in some cases, open opposition. It is important, therefore, that our purpose during these two days should be to assess the effectiveness of rural development as a development strategy for those situations where a majority of the people find their livelihood in rural areas, remembering that the vast majority of the poor still reside in rural areas and that most rural people are poor.

Before we look at the results of rural development programmes over the past two decades, it might be useful to recall some of the history of the strategy and how we came to where we are today.

Background and Context

Many will recall the sea change in development thinking during the 1960s-with the dismay at the persistence of poverty and recurring famine, highlighted by the food shortages in South Asia; disenchantment with the "trickle down theory", which had emphasized a lead role for industrial development; and recognition of the role of agriculture, as a source of food and employment, a source of demand and resources for other sectors, and the primary source of revenue in many of the least developed countries.

Agricultural development thinking went through a comparable change at this time. First, there was the growing recognition in the 1960s of the potential for expanding farm output using improved technology coming from the research centres. The early successes with wheat at CIMMYT (Centra Internacional de Mejoramiento de Maiz y Trigo) and rice at IRRI (International Rice Research Institute) were spectacular and apparently scale-neutral and widely applicable (it was only later that the lack of such technology for rainfed areas became fully apparent). On the other hand, there was strong disagreement as to whether this and other modern technology could effectively be used on small farms, the direct transfer of western farm technology being favoured by many. However, there was also recognition that the resources necessary for increased agricultural production were predominantly the land and labour of smallholders in developing countries, and that within its environment traditional agriculture has comparatively few inefficiencies. In this context the rural development approach had the added attraction that it could solve the problem of food supplies for rural people by helping them to produce their own food in situ. It was recognized, though that traditional agriculture was severally constrained by a lack of technology, a shortage of improved skills and knowledge, and institutional constraints such as land tenure problems which limited access to credit. (With hindsight it is now clear that the impact on production incentives of low administered prices, inflated exchange rates and imperfect markets were not well enough recognized at the time).

Underlying these sector debates, there were also the broader equity and income distribution issues. It is important to note that although the Bank was a prominent player on these issues, the rural development strategy did not have wealth distribution as a primary objective, but sought to ensure that a greater proportion of incremental benefits from Bank investments could accrue to the rural poor. In particular, land reform was not an integral part of the strategy but was taken up as a separate but parallel policy issue.

Further, along with concerns about the pervasiveness of poverty and huge and concurrent with the growth in welfare services in Western countries in the 1960s. It was widely advocated that the availability of health, nutrition, education, shelter and related services were "basic needs" that should be regarded as social investments to be included in development programs. The implication was that rural development projects should include provision for such social services as were necessary to ensure that "basic needs" were met.

All of these factors caused the Bank to consider its policies at that time, as did other development agencies. To a considerable degree, the Bank was influenced by the activities and strategies of other agencies who were involved in rural development earlier on, as the Bank, in due course, influenced them. This happened particularly in the early 1970s, as the Bank expanded the scale and scope of its activities, recruited many new staff (some from those same agencies) and gained in relative importance.

The result was a rural development strategy that was multi-dimensional in terms of its rationale, objectives, methods and components. Its supporters were almost as various as they were numerous, with different proponents often favoring one dimension over another. Consequently, the strategy tended to be "all things to all people", a broad enabling mandate, rather than, in hindsight, a structured, selective and differentiated set of policies and priorities.

Confronted with the opportunity of a multiplicity of ends and means, the concept of integration appeared self-evidently essential and was widely canvassed, with the implication that rural development could be pursued effectively only if the various production and consumption - oriented services were introduced concurrently and in an integrated fashion. The apparent synergy to be realized from integrated rural development was seriously challenged with respect to the feasibility of integrated implementation, but where local implementation capacity was a constraint, it was agreed that expatriate management could keep the programme rolling on schedule. For those concerned with the implementation of rural development projects, as we shall see, this was a serious misjudgment. (In fact, the Bank did not formally adopt the term "integrated rural development" but the area development projects - with their broader goals, multi-sectoral components, and several agencies involved - took on all of the characteristics of the "integrated" approach.)

Some of the conflict between the supporters of small or large farm development strategies flowed over into the execution of individual operations. In particular, the differences between those concerned with production and those favoring social components influenced both the design and the implementation of the strategy.

It should not be overlooked that rural development was not the only approach being promoted in the late 1960s. For those primarily concerned with the production and distribution of food and raw materials for processing, the concept of large-scale farm development had strong appeal. Such an approach was relatively capital-intensive, both inputs and outputs could be closely controlled, results were highly visible and management was relatively easy. The technology developed in Western countries in the decades after World War II was well proven and reliable, give or take a groundnut scheme or two. It was being applied in part or in full in many developing countries, notably in parts of Latin America and the Middle East, but various components were becoming common place in many countries, such as large tractors in South Asia. *Evidence was gradually emerging, however, that wherever it was introduced, mechanization and large farm development led to tenant displacement, increased rural unemployment, greater poverty and increased urban migration. Thus with a three-fold increase in its lending proposed for the coming decade, the Bank was faced with an urgent need for a more acceptable approach, and one which addressed both poverty and food production issues.* (It is also argued by some that the Bank might have found it difficult to identify enough viable large-scale schemes to absorb the greatly increased funds available, and many African countries in particular would have seen little of these funds.) It was in this context that the rural development strategy was promulgated by the Bank.

In summary, rural development differed from the traditional approach in two clearly defined respects. First, it aimed to initiate changes in a more explicit and comprehensive way with a broad package of components providing new inputs and services at the farm level. Second, it was clearly intended to direct assistance, including components with an obvious social context, in a way which ensured that the majority of benefits would go to the poorer members of rural communities.

Approach and Models

In fact, the Bank got into the game rather belatedly, even with its initial efforts in the late 1960s. But this had the benefit that it could learn from the pioneering work undertaken with the help of non-governmental and bilateral agencies. *Community development concepts generally and the village development schemes in India in the 1950s in particular offered one approach. The JCRR (Joint Commission on Rural Reconstruction) in Taiwan offered another. The Bank was also aware that NGOs were well ahead in the evolution of rural development approaches. The Comilla experiment in East Pakistan (now Bangladesh) supported by the Ford Foundation, the Pueblo Programme in Mexico funded by the Rockfeller Foundation and the pioneering work of the International Institute of Rural Reconstruction, a free standing foundation in the Philippines, provided three widely differing approaches.*[12]

The bilateral agencies of the former colonial governments of Britain and France had provided examples of alternative approaches in the Caisse Centrale Programs in Western African countries, the Swinnerton Plan in Kenya, the Liongwe Programme in Malavi, and the Kenya Tea Development Authority. These experiences were evaluated and used as models in the Bank strategy in the six approaches listed in the "Rural Development Sector Policy Paper" (see pp. 40-57). These early initiatives, and many others like them, also provided project approaches which the Bank could expand and replicate in these and in neighboring countries, but the scope for such expansion and replication was soon exhausted by the scale of operations and the volume of funds available. As the Bank expanded its lending for Rural Development in the mid-1970s, therefore, it had to find and initiate its own projects.

Where new approaches were needed the Bank, initially at least, proposed a series of pilot projects. But as leading for rural development expanded rapidly in the mid 1970s the Bank lost sight of the pilot approach quite soon and expanded these embryo programmes, especially in Africa, into full-fledged investment projects and programmes. This occurred before lesson-learning experiences could feed back into design and implementation. In retrospect, this process is perhaps understandable as the Bank had to find and initiate its own projects on a massive scale. But despite many successful projects, this was where things began to go wrong for the Bank - especially in the area development projects in Africa - as the OED report clearly documents.

As early Bank papers show, *the Bank deliberately embarked on the rural development lending programme without clear answers to some issues, and emphasized that experimentation would be needed. There were unique problems and risks in each situation and the costs of the programme were uncertain. Consequently, as expected, adjustments and corrections to the programme have been made as major problems were addressed, and this evolutionary process continues. The OED report suggests, however, that in some cases needed adjustments were far too long in coming, especially while early initiatives expanded into major programmes in several countries.*[13] In general, rural development problems were more difficult to solve and progress took longer to achieve than was expected or the Bank's standard procedures could readily accommodate. (It should be noted here that

12. We live in a pluralist world. There is no singularity of truth.
13. Compulsions of lending agencies to go to scale and show impressive results are one of the handicaps of development assistance.

the Bank made few changes in its project cycle procedures and paid little attention to staff training to facilitate the introduction of lending for rural development.) Let us turn now to evaluation of the programme and results.

Evaluation and Results

The rural development strategy has been successful in several major respects, especially in the widespread adoption of the smallholder focus and in the amount of lending for this purpose. The Bank programme proposed to allocate a fifth of its expanded lending to the agriculture sector and half of that to rural development projects, and has exceeded the first and met this second target. This was quite an achievement, particularly during a period when total lending was expanding rapidly. Almost two-thirds of those completed rural development projects subsequently audited by OED, had satisfactory economic rates of return when re-estimated at completion. The main rural development production goal was even more ambitious, to increase smallholder productivity by 5% per year, a doubling of the historical growth rate. Although data are limited, it is clear that success here has been more elusive. Only about a third of those audited projects with food production objectives were expected, at completion, to meet or exceed these objectives. (Though other programs to increase food production, especially in South and South East Asia, have been dramatically successful - for instance, wheat production in India and Bangladesh, and rice in Indonesia).

Parallel objectives were to provide social services and investments to improve the quality of rural life. Millions of rural poor have benefitted from such project facilities, especially from infrastructure to which the poorest have access, although data on beneficiary impact are incomplete and imprecise. (The paucity of monitoring data on project impact is one of the notable shortfalls of the programme, especially since large sums were earmarked for this purpose.) There are also unanswered questions as to the sustainability of benefits in the many cases where enclave implementation units were set up, where development intensity was greater than the national norm and where more recent economic problems have caused erosion of maintenance budgets. The programme was not, of course, isolated from external factors and has encountered related problems like all sectors. But even so, project failure rates were unacceptably high in some cases, even for such an innovative programme, particularly in Sub-Saharan Africa where area development projects were concentrated and where barely one in three were successful.

In passing, there is now the somewhat academic question of whether the 1950s and 1960s experiences in rural development were sufficiently evaluated and understood before embarking on such a large programme. Such assessments as were made, including those by the Bank, revealed various concepts and models that had proved workable in given situations. Where successful approaches were expanded significant achievements have been recorded, for instance in the tree crop-based settlement scheme of Malaysia, the cotton-based programmes in Francophone Western Africa (both of which have been documented by OED) and the irrigation-based command area development programmes in South Asia whose success is well known.

The report details the development models which had been identified, and of these, the predominant one, area development programs, was successful in some places, but in many other cases area development (as well as other models) proved problematical. This was especially so when they were based on rainfed agriculture in marginal locations, precisely the locations where poverty was greatest and production most unstable. In very general terms the proven Asian-based technology model of improved varieties and irrigation did not travel well to Africa with its variable environments and relative lack of irrigation infrastructure. In some cases, the models themselves proved short-lived in their original environments, particularly those that provided a development intensity that could not be widely replicated elsewhere (on cost grounds) or depended on heavy inputs of expatriate management and technical assistance.

The various approaches adopted under the programme have consequently been refined as experience has accumulated and the evaluation process has begun to accumulate a set of lessons. This process should make the report under discussion useful for the future, though many of the findings are still tentative.

Let me turn now to the impact of these lessons. Generally, project designs pursued in Bank financed projects are now less complex. There is consequently less apparent need for enclave management arrangements and the large numbers of expatriate managers that used to go with them. Implementation schedules are lengthening and there are signs that beneficiaries are more involved than before. The lack of success of the area development model in some countries has led to a gradual disaggregation to more simple projects, notably those addressing longer term institutional and human resource constraints on a broader basis. While these projects are individually less integrated, they become sequentially integrated as separate projects progressively address the remaining constraints. *In short, the approach seems to be evolving towards one of constraint removing or problem solving, allowing more time for the complex of rural development processes to come together and develop their synergism over a more realistic period of time.* This modified approach is essentially consistent with the early recognition that rural development was not, and could not be, a single response to a single problem.

While basically, in concept, an agricultural production approach, the Bank's rural development strategy required the introduction of new social organizations and institutional arrangements as essential pre-requisites for success but did not allow sufficient time for such fundamental changes to occur and become part of the rural landscape. The Northern Pakistan AKRSP experience (also documented at their request by OED), to be discussed in our third session, highlights the sequential relationship

between early institutional and human resource inputs and later production growth, in contrast with the Bank's implicit assumption that these changes would occur virtually concurrently. Furthermore, there is clearly a risk in allowing worthwhile social and welfare components, that have come to be associated with rural development, to overshadow those essential human resource and institutional improvements which are necessary precursors to production growth. An overload of "basic needs" concerns at the expense of production by rural people can clearly undermine the sustainability of the basic needs supply itself. Generally, social or basic needs components will work best in rural environments where production expansion is providing extra income. The reverse order of priorities has often proved damaging to overall project success.[14]

Let us will now turn to the role of evaluation in the evolution of the Bank's approach to rural development.

Evaluation's Role

As it happens, the role of evaluation in the Bank grew steadily at the same time that rural development programmes were burgeoning. In 1970 a separate evaluations division was established and four years later, it was decided that the experience merited the establishment of a new post: Director General, operations Evaluation, which would report directly to the Bank's Board of Executive Directors to ensure independence from mainline management pressures. I mention this to remind this distinguished audience that our task is to study especially the role of evaluation in rural development. We need not examine the rural development idea from first principles. This might amount to evaluating whether a round wheel is an efficient device. Thus I do not think that we need ask in this forum whether poverty alleviation through rural development (in the broadest sense) should be replaced by other mechanisms. Rather the focus of our discussions will, I hope, settle on some of the more important lessons that evaluations have underscored, and the implications for the future. It may then in time be possible to define more precisely a new kind of "rural development strategy" to fill the partial vacuum we find ourselves in following analysis of results to date. But let us not take for granted that that is necessarily desirable, or indeed needed. These are matters for us to examine and question.

Where does this leave us, meanwhile? Let me speak to some of the main findings of the report.

Self-evidently, there has been some confusion (at least within the Bank) about exactly what was and is meant by rural development.And if there is some confusion about definitions, the implication for the strategy and the goals themselves of the strategy is serious, not least because without a precise definition of what is meant by rural development, it is difficult if not impossible to evaluate achievements.

Further, what is most striking, in retrospect, is the lack of national level assessments or strategies. There is a global strategy and projects - with nothing in between. In other words, the country strategy framework seems to be missing. The virtual absence of rural sector work that would have made country assessments and developed appropriate rural sector strategies to suit local conditions is a major shortcoming that should be remedied.

Beyond that, however, it seems undeniable that the various lessons rural development evaluation has for us have led to a generally more cautious approach to lending for this project category. Differentiation between the needs of various regions, countries and areas has become more explicit, and this was sorely needed. Certainly it would seem that smaller and better defined projects are generally the way to go in future, but what are the implications for organizations, procedures and the lending programme emphasis on poverty alleviation? These are subjects which should be examined in the second session - on the project-specific experience and related issues.

This leads us quite naturally, perhaps, to the issue of beneficiary involvement, both in project design and implementation. As the rural development report makes clear, there has been all too little beneficiary involvement in Bank projects. This is despite the fact that nearly everyone agrees that beneficiaries should have a much closer involvement at every stage. Reasons may include the fact that such an approach complicates project processing and requires more and different staff skills than are used otherwise. It also runs counter to the classic "blueprint" approach, as it has been called, to appraisal of investments as practiced by the Bank and other agencies. Beneficiary involvement probably by definition means more flexible projects (in both time and space) covering a wider set of objectives.

We should also examine the main external factors that have affected rural development projects over the years, such as land tenure agreements, pricing policies, government commitment, and so on. How can such negative factors be reduced?

In conclusion, let me say that despite all I have said, I do not believe that the problems that have arisen imply that the rural development strategy is coming, or has come to, an end. Rather, I hope that I have illuminated some of the problems without obscuring the fact that two-thirds of the Bank's rural development projects outside of Sub Saharan Africa were judged successful at audit. In Africa, the ratio has, unfortunately, been the other way around.

Over 20 findings and conclusions are detailed in the summary of the OED rural development report, some of which have wider significance than just the rural development portfolio. *Generally, the lessons of experience have led to more circumspection in lending for rural development projects. Major problems include the lack of programme differentiation between regions,*

14. This is an excellent summary of the strength of AHK's process based approach compared to conventional template based approach.

countries and project types; oversized and over-complex projects, resulting in part from lending pressures; inflexible processing procedures; poor commitment to rural development objectives in some cases; and un-supportive environments.

I hope my colleague, Professor Brigegard, will not mind if I quote from his Issues Paper, which you already have, in which he says, *"Development Interventions should be a matter of learning-by-doing, accepting inadequate knowledge and be characterized by experimentation, learning from errors, adjustment to changing conditions and improvement of activities in a desired direction rather than aiming at definite pre-determined targets. Learning and problem solving should be made in close interaction with the intended project beneficiaries. The learning process should be a growth process".*[15]

I now leave the floor to the distinguished panelists and participants.

Thank you.

RURAL DEVELOPMENT - LESSONS FROM EXPERIENCE

World Bank Seminar

Paris, February 18-19, 1988

Agenda Topic: Rural Development Strategy

Discussant paper by Dr. L. Birgegard

Mr. Chairman:

I wish to congratulate Mr. Donaldson for having come to grasp with such a vast topic as the one before us this session in such a constructive and interesting way. This certainly makes my task much easier and it offers us all a framework for fruitful discussions.

In my view Mr. Donaldson has identified most of the key issues pertaining to strategies for RD. hence I see no need to lead the discussion in new directions. Rather I will attempt to expand some of the issues contained in his paper, and perhaps raise some additional questions.

THE USEFULNESS OF RD STRATEGIES

My first observation relates to the nature of RD strategies and their usefulness. Mr. Donaldson and I seem to agree, that existing RD strategies are inadequate. Whereas Mr. Donaldson questions whether it is "desirable or indeed needed" to "fill the vacuum we find ourselves in" by elaborating a more relevant strategy I think it is. *In my definition a strategy is a statement of goals and an elaboration of means by which the goals are to be attained.* In order to be relevant and in order to provide a framework for action, a strategy should be consistent and reasonably precise. In my judgement various RD strategies including the World Bank strategy are more or less seriously deficient in both these respects. I hasten to add that SIDA's strategy for RD has more shortcomings than the World Bank strategy. I feel free to say so I was the main author behind that strategy.

A strategy is precise if goals, and more important if means, are clear and substantive. If so the strategy has steering properties and offers a framework for consistent action. If not the result is a strategy which becomes "all things to all people, a broad enabling mandate, rather than (...) a structured, selective and differentiated set of policies and priorities" to use Mr. Donaldson's description of the World Bank RD. A strategy is consistent if the suggested means have a clear relationship to the goals, and the means reflect the important aspects influencing goal achievement. Typically the relationships between goals and means are implied or unclear.

Perhaps more problematic is the fact that RD strategies generally fail to reflect more than some of the important aspects influencing goal achievement. I would go as far as suggesting that they tend to exclude the most important ones. I have two sets of factors in mind. The first set is reflected in what macro-economic policies cover. The second set relates to the socio-economic structures and processes at community, household and individual level in rural areas.

The importance of macro-economic policies for attaining RD goals hardly needs to be argued. In the World Bank evaluation report on RD as well as in the USAID evaluation report on the experience with integrated rural development and my own review of the same experience, the significance of the macro-policy framework for project success is hardly surprising identified as a

15. This piece summarizes the method of learning how to learn rural development and this method was followed by AKRSP.

key lesson learnt. Yet, it is noteworthy that RD strategies at best take note of the importance of macro-policies but fail to make them an integral part of the strategies. Although better than many of the World Bank strategy illustrates the point. In the Sector Paper on RD (1975) the importance of the policy framework is recognized and a few macro-policy issues are briefly discussed. However, the discussion is more of an exemplification than a rigorous normative analysis of the significance of different policy formulations for RD goal achievement. The need for a sound policy framework is mentioned somewhat in passing and then the thrust of the argument focusses on alternative project approaches. Therefore, the part of the strategy outlining means tends to be synonymous with the project approaches.

The fact that RD strategies often tend to ignore the macro-policy framework and focus on project approaches is not a result of ignorance. In my analysis, it stems from the fact that most RD strategies are formulated by donors. Until recently donors have considered that macro-policy issues generally fall outside their realm. Hence a tendency to ignore them. The focus on project approaches has also followed from the dominant role of the project mode in donor operations.

Mr. Chairman: from this line of argument, I draw four broad conclusions:

- Firstly, we badly need more relevant strategies for RD from successful project approaches can be derived.
- Secondly, macro-policy variables and variables related to socio-economic structures and processes at beneficiary level have to be made explicit elements in a strategy for RD. Strategies which fail to do so are likely to be more or less irrelevant.
- Thirdly, donors have to pay much greater attention to macro-policies as a means to achieve RD goals.
- Fourthly, project approaches to RD, whatever they are, will stand limited chances to succeed unless, they are congruent with and hence supported by the macro-policy framework.

From these conclusions does not necessarily follow, that I advocate a more interventionist donor policy at macro level. Rather I see it as a reorientation of analysis to ensure that we do not fall in the trap of self-deception regarding what project interventions can achieve. Likewise *we should avoid to mislead governments and individuals in developing countries to believe that projects can be a substitute for policies.*

POVERTY AND RURAL DEVELOPMENT

My second observation, Mr. Chairman, relates to poverty as part of the RD Concept. On this issue, I will be much more brief.

Mr. Donaldson will have to correct me if I am wrong, but I have a feeling that he tends to remove the question of a poverty focus in RD from the agenda. On page 1 in his paper, Mr. Donaldson proposes the following definition of RD as a basis for our discussions: "RD means any operation aimed at improving living conditions of people living in rural area, with particular stress on improving agricultural production and the economic and social infrastructure to support it". No mention is made of a poverty focus in this definition. This is in strong contrast with most other definitions of RD including World Bank definitions of the past.

May be Mr. Donaldson feels that a reference to people living in rural areas implies a poverty focus, which need not be emphasized. The following quotation from page 4 of his paper may suggest such an interpretation: "... the vast majority of the poor still reside in rural areas and (that) most rural people are poor".

I have considerable difficulties with such an undifferentiated perception of conditions in rural areas. Numerous micro-level studies have demonstrated the significance of economic and social startification as mechanisms for reproduction and aggravation of poverty. They have also proven the profound difference in life situations between households producing enough to provide a capacity to absorb temporary losses of income and other extraordinary demands on family resources and those households without such capacity. What is a strain on the former household is often a catastrophe or the beginning of a catastrophe for the latter. In this connection, I wish to make a more general reflection which goes for beyond the proceedings of this seminar. It is disheartening to notice, that in times of economic recession and crisis, the brunt of which is particularly felt by the poor, the interest in the poor is dwindling. I hope, Mr. Chairman, that we will not become part of this disinterest in our discussions.

INSTITUTION BUILDING

My third observation relates to a somewhat different issue but still one of a general nature. I wish to say a few words about institution-building, an issue which Mr. Donaldson also touches upon.

In face of constrained capacities and capabilities in government administrative structures RD projects have often been implemented through semi-autonomous or autonomous project organizations. Whereas this may have facilitated achievement to short-term project objectives, it has more often than not resulted in serious problems of non-sustainability. This lesson suggests for more concerted efforts directed to institution-building, in order to expand the capacity of regular government administrative

structures to perform their functions. The World Bank evaluation report goes as far as to suggest that "long-term institution-building should now be the main focus" (p. xiii).[16]

However, it is important that institution-building does not become a matter of lip-service and tokenism. The experiences in the field of agricultural research in Sub-Saharan Africa bear witness to the risk. During the 1970s external assistance to agricultural research increased very rapidly and resources were increasingly diverted to Africa. This expansion and reorientation met with considerable problems in implementation as national agricultural research system with few exceptions were notoriously weak. Donors reacted by outlining two objectives. On the one hand institution-building and skill development was to be assisted. On the other hand, agricultural research proper was to be supported.

Now, more than ten years later, it is clear that institution-building has been seriously neglected in spite of declarations of intent to the contrary. National agricultural research systems in Africa are still weak and a continuous problem is the shortage of skilled manpower. Most of the effort went to research proper rather than to institution-building.

This lesson suggests that a general recognition of the need to emphasise institution-building does not necessarily lead far. What we need is a discussion of the concrete implications of a commitment to institution-building in terms of levels of fund flows and technical assistance as well as in terms of subsistence, scope and time horizon of activities directly aimed at institution-building.

PEOPLE'S PARTICIPATION AND RURAL DEVELOPMENT

Fourthly, and lastly, Mr. Chairman, I wish to draw our attention to people's participation and mobilization as part of a RD concept. People's participation is generally a prominent element in RD strategies, although this was not the case with the World Bank strategy. However, when part of a strategy the concept people's participation has been stated in such nebulous terms, that it has left most practitioners in nearly complete darkness as to its operational implications. Understandably most project designers and implementors have turned their backs to the concept not necessarily because they were hostile to the idea, but simply because they did not know how to apply it in practice.

In my previous remarks on the failure of many RD strategies to reflect important factors influencing goal achievement, I mentioned the socio-economic structures and processes at community, household and individual level. Such dimensions are often left out. The design and implementation of RD projects often seem to have suffered form the same omissions. Both the World Bank and the USAID evaluation report argue that project failures in part followed from inadequate attention to socio-cultural and socio-economic factors. But differently rural people had not been given opportunities to articulate such socio-cultural and socio-economic factors and to influence perceptions of problems and their solutions.

People's involvement in order to influence project design and project implementation can perhaps be termed the consultative mode to people's participation. This mode requires certain skills and can be facilitated by various methods adjusted to a different institutional and socio-economic settings. Considerable experimentation seems to go on in this field, but the experiences are not sufficiently systematized and documented. If this understanding of the situation is shared by you, I wish to raise the question, whether this group can take some imitative to review the experiences I have referred to.

People's participation certainly can be something more far-reaching than consultation. As no government can develop its rural areas and its rural inhabitants, a strategy which does not attempt to mobilize the masses for self-reliant creative efforts and incremental investments, individually and collectively, will fail. The market will offer an important but a partial avenue to this end. In addition other forms for mobilization whereby people form their organizations, raise and command resources, make decisions and implement activities supported by technical and other services from government institutions will be required.

However, convincing such a perception of people's participation is, it seriously begs an operational interpretation to be of much use. Therefore, I am excited to know that Mr. Khan will share the experience of the Aga Khan Rural Support Programme with us later today. This is a very concrete and successful example of what people's participation in a more profound sense can mean. Again experimentation by NGOs and governments is extensive in different parts of the world. Recent efforts by several governments to develop local government institutions is particularly interesting. A review and a systematization of these many and widely different practical experiences would help us to substantiate the concept people's participation. Once more I wonder whether such a review is felt equally desirable by others and if this group is in a position to take some initiative.

Thank you for your attention.

16. There are no short cuts to heaven.

July 4-9, 1988

NOTE FOR THE RECORD

Subject: Asian Seminar on Community Participation organized by EDI, World Bank, IFAD, Asian and Pacific Centre for Development (APCD) and UNCRD in collaboration with UNICEF, ADB and Commonwealth Secretariat.

Participants:

Manila, Malaysia, Indonesia, Nepal, Pakistan, Thailand, Philippines, Sri Lanka (list attached) and specialist agencies.

This was the third invitation to me to seminars/workshops sponsored by APCD since 1986. The second one held in West Germany in 1987, was attended by Feroz Shah. APCD has since issued two major publications entitled (i) Voices from the Culture of Silence: The Most Disadvantaged Groups in Asian Agriculture and (ii) Building from Below: Local Institutions for Decentralised Development in Asia and Pacific Vols. I & II, in which AKRSP has figured very prominently. The publications can be had from APDC, Kuala Lumpur, Malaysia.

The objectives of the Seminar as outlined by the World Bank representative Mr. Bamberger were to share experiences, to assess benefits and cost of community participation (CP), to define roles of different agencies involved in a project and to make specific recommendations pertaining to CP.

Mr. Russ Dielts, who called himself an NGI (a non-government individual) presented the Indonesian Case Study and highlighted beneficiary participation issues as gleaned from four irrigation schemes and CP's impact on government policy, staffing, project methodology, costs and building of local institutions.

In the discussion questions were asked about participation and sustainable development. In my intervention, I urged the seminar participants not so much to concentrate or discuss what to do in terms of CP but how to do it, because there seemed little difference of opinion on the efficacy of CP.

In the Nepal case, two case studies were presented as examples of CP, namely, Integrated Rural Development (IRD) and Small Farmer Development Progrmme (SFDP). Both the cases, were evaluated in terms of level of CP by measuring the element of sharing in decision-making process, labour and cash contribution and income generation activities.

In the discussion, a view was expressed that if the benefits revolve around change agents and do not filter down, it is not true CP. *A question was asked about integration of line departments activities with the project operations. At this juncture, I explained the role of line departments and the model in which technical experts are not placed in a position of subordination to non-technical personnel but are made effective service agents to beneficiaries by organizing them in groups. On group formation, apprehensions were expressed about damaging national integration if groups are formed in ethnic lines. It was clarified that formation of interest groups for economic development does not deter national integration, it rather facilitates it.*

The Thailand case highlighted the impact of CP on institution building, strengthening of subdistrict administration, initiating local level planning process and community control on corruption and accountability towards community.

The Pakistan case study was presented by Minhajuddin Khan of PARD Peshawar, who presented the Integrated Rural Development Project implemented by Dir District Council and AKRSP as examples of CP. Ms Sadiqa Salahuddin of NIPA Karachi in her comments contrasted the level of CP in the Dir and Gilgit cases, and highlighted the lack of CP in Dir. I contrasted the importance of CP in social and productive sector projects. *To my mind in social sector schemes, CP helps to bridge the gap between available resources and desired level of services. However, in case of the productive sector, for example, helping small holders to rise above the level of subsistence, CP plays a critical role and is a sine quo non for improving the economic situation of the rural poor.* Mr. Kirtee Shah came up to me, after the session and said that he had not heard people say things which I was saying. A bit of an extrovert but Kirtee's ideas and thoughts had a very sound basis.

The video "First Harvest" (with Chalt Sequence) was shown to the participants and had a very positive reception. It was described as a very powerful video and the following requested for its copies:

- Director General, National Institute of Rural Development, Rajendra Nagar, Hyderabad 500 030.
- Head, Centre for Urban Development, NIPA, Bukit Kiara, Damansara Heights, Kuala Lumpur, Malaysia.
- Senior Vice President, Development Academy of the Philippines, DAP Building, Pasig Metro Manila, Philippines.
- Coordinator, Home-based Workers Campaign, Ahmed Abad, India.
- Social Welfare Officer, District of Kuala Muda, Sunegei Petani, Kedah, Malayisa.
- APDC Kuala Lumpur.
- Pakistan Embassy, Kuala Lumpur.

Some of the people were so keen to have the video that they kept reminding me of the request and the Head of the NIPA Malaysia was only satisfied when I made a copy of the Changing Valleys available to him for the interim period, till the copy of the First Harvest became available.

Mr. Michael Bamgerger, Regional Coordinator EDI, the World Bank presented a very well thought out paper on methodological issues pertaining to CP. A discussion took place on the concept of CP as a means of empowerment or efficiency or both. The consensus was that there is symbolic relationship between the two and through CP, they complemented each other. References were made to AKRSP and the video in the discussion by different participants.

The Indonesia case brought out the difficulties in implementing CP through government machinery and showed that once genuine commitment was forthcoming, CP could be achieved even through line department.

Mr. Kirtee Shah, a trained architect, presented the Indian case study highlighting CP in a larger context as well as in the project context and implemented by government, the project started with a population of 38,000 urban slum dwellers and expanded to cover one million inhabitants of the city. The godfather of the project, UNICEF, contributed Rs.2.3 million and now the project has attracted Rs.700 million from ODA. The model has been accepted by the Planing Commission and the National Commission on Urbanisation for replication in 750 cities. Mr. Kirtee Shah observed that despite these impressive gains, expansion has resulted in diluting the element of CP And more and more bureaucratization is taking place. Expansion has also led to corruption and trade unionism amongst the staff. He made a strong case for recognition of the potential of the NGOs which can be creative, forerunners of thought process and initiators of most innovative ideas like the business sector. I strongly advocated persuading governments to act like NGOs since it is not possible for NGOs to take over governments and country-wide programmes without government involvement cannot be implemented.

Mr. Beckmann spoke on the World Bank policy towards NGOs. He said that the World Bank which is owned by 151 members governments, has now given new policy directions towards NGOs as incorporated in a paper on the subject by the Senior Vice President Mr. Moin Qureshi. As in the Bank's view, the ethical grass-roots perspective of NGOs is complementary to the bank's technical macro perspective. The Bank has already identified 150 projects in which NGOs would be associated. The bank has also environmental concerns and there is a re-assertion of concern for poverty. NGOs, such as Church Groups, are now more powerful in the West and they are poverty motivated constituencies. It is for this reason that almost all funding agencies are moving towards NGOs. A reference was made to AKRSP as an example of real partnership between NGOs and donors.

In a discussion after the presentation, Mr. Beckmann spoke to me about the need for a more positive relationship between the Bank and AKRSP. I suggested to him to encourage Moin Qureshi to visit Gilgit. He expressed keenness in persuading head of the section to visit Northern Areas and thanked me for coming to the seminar.

Another excellent paper presented in the seminar was on Scaling up Issues in Participatory Development or Can We Make Mountain Out of Mole-hill by Khalid Shams. The consensus was, and here a reference was made by the author to AKRSP that organization was the basic building block for the scale up process and there are implementation processes, which are clearly laid out, well tested and reproducible.

Dr. Getubig referred to the Grameen experience and how in 12 years (since 1976), it encompasses 400,000 borrowers (84% women) in 8718 villages and has advanced US$ 92 million (2.8 billion Takas) with an average loan of US$70. It has shown that the poor are bankable. Commending that achievements of Grameen Bank, since reference was made to the failure of the Comilla approach, I pointed out that of the four programmes Comilla espoused, the Thana Training and Development Centres covered the whole country. The Thana irrigation programmes had 36,000 groups covering nearly 2 million people. The principles of Comilla adopted by government, was an excellent example of government acting like an NGO. Samaual Undong in South Korea is another such example. The point I made was that left to NGO sector, even Grameen in 12 years, has been ale to cover only 0.4 million of the 18 million rural poor in Bangladesh. Khalid Shams observed that the process of development enshrined in the Comilla project, are of eternal value and even Grameen approach is also based on the same principles.

Dr. Shabbir Cheema observed that in his study of the experience of CP in an international study, the conclusions were that intensive participation was possible only at micro level and when programmes expand, there is lesser participation.

Mr. Schubert of UNICEF spoke of CP and resource mobilisation and highlighted the three components of CP in terms of function, intensity and extent. In the category of participation by function, he identified the elements of management, training, implementation, maintenance, distribution and utilization. In term of intensity of CP, he identified participation in initiation, decision making, consultation between community and staff and information sharing. In regard to extent, he identified the following scale for determining CP in a descending order, (1) all members participating, (2) only interest groups participating, (3) women's leaders participating and (4) only leaders participating. In the area of economic efficiency of CP, he referred to cost reduction and increased benefits.

In the session, the role of donors, a reference was made by Ms Sappho Haralambous to the collaboration between AKRSP and IFAD in Chitral. The ADB representative stated that the Bank lends 3 billion US$ every year to 18 countries in rural development, agricultural and industrial sectors. The ADB talks a lot about CP but finds it difficult to implement because its

objective is to move large financial resources to developing countries. With an average loan of US$ 60 million, ADB had found it not feasible to use NGOs for CP except in some cases such as AKRSP in Chitral.

I spoke of the leverage donors could use to persuade governments to act like NGOs and cited the example of the proposed Sarhad Rural Support Corporation in this context.

Apart from the plenary sessions, the participants were also divided into three groups with Group A looking at urban cases of Indonesia and India, Groups B and C discussing rural cases of Pakistan, Nepal, Indonesia and Thailand. The groups addressed themselves to the following:

- Effectiveness of different approaches towards CP.
- Cost and benefit in CP project context.
- Modalities for incorporating CP in project planning.
- Government NGOs and donor role in promoting CP.

The findings of the groups identified both quantifiable and non-quantifiable elements of CP in terms of costs and benefits. In terms of costs overheads on organization; time cost to community and to project staff; surfacing of divisions and conflicts; in case of physical infrastructure, replacement and operations and maintenance costs were identified. In terms of benefits, economy in money cost; substitution for a give and take relationship; reinvestment of people's resources; clarification of intermediary choices by communities and reduction/elimination of risks; reduction of overheads; improvement in cost performance; creation and project relocation; enhancement of community bargaining for poor and triggering of development chain reaction, were emphasized.

There was a consensus that CP to be genuine and effective, entails broad-based organization at grass-roots level, in which all members/interest groups should participate accepting discipline of regular general body meeting, generation of capital through savings and upgrading of human skills. To foster organizations at grassroots level, a support organization is essential. CP should be an integral part of national policy with focus in target groups. *The cost of CP is more than offset by the benefits, in terms of sustainable development, efficiency, cohesion, less dependance on external assistance, time saving, political consciousness and awareness and above all ensuring equity and social justice through equitable development.*

At the request of the organizers, I presided over the session where group presentations on case studies were made.

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INTERNATIONAL/REGIONAL ORGANIZATIONS

Mr. Cedric Saldanha, Economist, Agriculture Department (EAST), ADB, Manila.

Asian and Pacific Development Centre

Mr. Khalid Shams
Programme Coordinator

Dr. Noeleen Heyzer
Programme Coordinator

Dr. Ismael Getubig Jr.
Programme Coordinator

Mr. Edward Lubogo
UN Department of Technical
Cooperation in Development, Visiting Fellow.

Economic Development Institute, The World Bank

Mr. Michael Bamberger
Regional Coordinator
EDI, The World Bank

Mr. David Beckmann
International Affairs Officer
Strategic Planning & Review Deptt.

International Committeee on Management of Population

Dr. Mohammad Sattar, Executive Director, ICOMP Kuala Lumpur

International Fund for Agriculture and Development

Ms Sappho Haralambous

United Nations Centre for Regional Development

Dr. G. Shabbir Cheema, Development Administration, Planner and Project Coordinator, UNCRD, Nagoya Japan.

United Nations Children Fund

Mr. Clarance Shubert, Regional Adviser (Urban Development), UNICEF/EAPO, Bangkok, Thailand.

Secretariat

Ms Caridad Tharan
Programme Assistant
APDC

Ms Yew Bee Yee
Programme Assistant
APDC

Ms Helen Ponniah, Programme Assistant, APDC

NOTE FOR THE RECORD

Subject: Policy Seminar on ACCESS TO LAND organised by EDI (The World Bank), KIT (Netherlands Institute) and CIRDAP (Centre for Integrated Rural Development Programme) held in Bali Indonesia.

The seminar was scheduled from October 22 to 28, 1988 but due to the AKRSP BOD meeting and HRH Duke of Edinburgh's Reception, I could only participate in the proceedings of the seminar on October 25 and 26 (half day).

The countries participating in the seminar included Bangladesh, India, Indonesia, Laos PDR, Malaysia, the Netherlands, Nepal, Pakistan, Philippines, Thailand, Vietnam and the three sponsors. AKRSP was the only NGO invited to the seminar.

The seminar was organized in plenary sessions and group discussions. The former was devoted to presentation of country cases and the latter to discussion of policy issues and formulation of recommendations. The papers presented by the country delegates, have been obtained and available in the seminar library.

The recommendations, as formulated, by our group are annexed. The importance of an institutional framework based on grassroots organizations, as a sine quo non, for implementation of land reform measures, was accepted. It was agreed that the mechanism for creating access to land, envisaged by land reforms, can only be created by organizing the beneficiaries. Some delegates while accepting the principle, questioned its practical implementation. A viewing of the First Harvest made many converts and as usual the copy of the video was taken away by the Director CIRDAP for wider dissemination.

Mr. A.T.M.S. Haque, Director of CIRDAP in a discussion (outside the Seminar) broached the subject of collaboration between AKRSP and CIRDAP. I invited him to visit Gilgit to explore the areas of collaboration, if any, to which he readily agreed and indicated next spring as a possible window for the visit. Pakistan is one of the sponsors of CIRDAP and has Minister for Agriculture and Rural Development on its Board.

Recommendations of Group 'B':
October 26, 1988

Policy Seminar on ACCESS TO LAND

Introduction:

The group confines its deliberations on agricultural land only. The group recognizes certain parameters to be implicit when addressing the issue of access to land, namely distribution of land, redistribution of land, security of tenure for tillers of land and prevention of small farmers becoming landless.

1. Structural, institutional and legal aspects of land distribution and land reform:

   Access to land can be provided through the following ways:

   - By providing security to informal/oral tenants against eviction and payment of more than the prescribed rent.
   - By conferment of ownership rights on tenants/share croppers.
   - By taking excess land from big land holders and redistributing this excess land among the landless rural poor.
   - By distributing available government land among the rural poor.
   - By protecting the right to homestead of those landless rural and homeless rural poor living in the lands of others.
   - By putting restrictions on transfer of land for small/marginal farmers/disadvantaged groups like the scheduled tribes so as to prevent them from becoming landless.
   - By providing development inputs to those who own land but are not able to utilize it so as to make their land more productive.
   - By placing restrictions on fragmentation or/and subdivision of holdings beyond a certain ceiling.
   - By formalizing and enforcing rights of communities to common property resources.

   Policy Issue

   - What should be the prescribed rent payable by a tenant to a land owner?
   - How to prevent concealed tenancies and bringing such tenancies on record?
   - Should land owners be compensated for transfer of ownership rights to tenants? If yes, what should be the scale and manner of compensation in view of tenants, general incapability to pay compensation.
   - What should be the ceiling norms?
   - What should be the criteria for distribution of government/surplus land?
   - Is it feasible to check fragmentation of agricultural holdings through a process of law?
   - Land use policies - environment and equity: how to resolve this conflict?
   - What sort of tenurial rights should be confirmed on tenants and recipients?
   - Should progressive land laws be imposed as a device to check speculation and reduce incentives to large land holdings and under-utilised land holdings.

   Implementation Issues

   - How to promote organization of beneficiaries of land reforms?
   - How to reorient attitude and behaviour of implementing bureaucracy in favour of land reforms?
   - Should all land reform activities be controlled by a single organization? If not, how can coordination be achieved?
   - How the legal system and process should be changed so as to provide expeditious justice to rural poor?
   - How to establish an adequate land information system comprising preparation, maintenance and updating of land records?
   - How to ensure allocation of sufficient resources for implementation of access to land programmes.
   - How to minimise possibilities for evasion and attempts to delay in the absence of a time frame.

2. Implementation process under purview of law

   In the context of land reform legal provisions, are not sufficient by themselves. Adequate administrative machinery skilled manpower, and sufficient resources are needed, as well. Without the active participation of the beneficiaries,

land reforms enacted through law, would not truly benefit the target group. The participation of the beneficiaries is equally important in the context of land distribution.

3. Land Bank

In land reforms which entail redistribution of land from larger owner to former tenants or to other eligible beneficiaries, a financial bottleneck can be created, if some compensation is to be given to former owners, on one hand, while the land recipients are typically poor and lack the funds to pay the compensation in a lump sum payment. Some financial facility is required to bridge between land reform beneficiaries and former owners.

The commercial banking system or regular government-owned banks are not suitable for such intermediation, because the land reform beneficiaries can only repay over a long time horizon which is typically not compatible with the operation of existing financial institutions.

4. Recommendations:

1. Structural institutional and legal aspects of land distribution and land reform:

(a) Grant of secure occupancy rights to tenants and later with grant of ownership rights.
(b) Land reforms:
- Fixation of maximum land ceiling
- Acquisition of excess land from land owners with and without compensation.

(c) Distribution with adequate security status of government land to the landless marginal farmers and squatters, with due concern for environmental issues. If these concerns require removal of squatters, they should be offered alternative land.
(d) Eligibility criteria should be carefully defined to ensure social justice.

2. Implementation process under purview of land:

(e) To ensure access to land, government should establish an institutional framework for effective and active participation of beneficiaries e.g. broad-based grassroots organization of landless, tenants, subsistence farmers.
(f) To establish a single organization/agency to implement land reform/land distribution with trained manpower.
(g) To establish mechanism for legal assistance and speedy resolution of disputes.

3. Land classification and information:

(a) Appropriate measures should be enacted so that agricultural land is not diverted to other uses.
(b) Land information system (LIS) is to be established and developed to facilitate all policies pertaining to land. Degree of sophistication should be compatible with country situations, at the minimum land record such as identification of land parcels and owners/operators should be created and updated.

4. Complementary Measures

Together with provisions of access to land, governments should provide infrastructure and other development inputs such as credit, extension etc.

5. Land Bank

In countries where land reform beneficiaries are required to pay, a land bank or similar financial facility should accompany land reform to facilitate acquisition of land from big beneficiaries.

February 27, 1989

NOTE FOR THE RECORD

Subject: Collaboration with Asian and Pacific Development Centre (APDC), Kuala Lumpur.

Due to the cancellation of flights over the last three days and little likelihood of the flights operation on February 27, Bob and I decided to leave Gilgit by jeep in the afternoon of February 26 to enable us to keep the appointment with the APDC team (Mr. Shahari, Director and Mr. Khalid Shams, Faculty Member) at 1600 hours at Islamabad Hotel. Mr. Eberhard Halbach (EH) also joined in the discussion.

Director Shahari informed the interest of APDC in replicating successful approaches in development of the region, in the member countries supporting the Centre. He identified Grameen Bank as one of the programmes, the Centre has tried to replicate in other countries of the region. They expressed a similar interest in AKRSP.

Bob while expressing an interest in collaboration between AKRSP and APDC, outlined the strengths and weaknesses of AKRSP in terms of replicability. After some discussion and exchange of views, it was agreed that Mr. Khalid Shams will prepare a paper identifying possible areas of collaboration between AKRSP and APDC.

NOTE FOR THE RECORD

Subject: UNICEF REGIONAL CONSULTATION ON STRATEGIES FOR CHILDREN IN THE 1990's AT BANGKOK...MAY 15-16,1989

This was a high powered consultation in which besides the nine resource persons, the UNICEF country representatives of East Asia and Pakistan Regions and UNICEF Headquarters, New York staff led by Dr. Richard Jully (RJ), Deputy Executive Director participated (list attached).

The background paper for the consultation was the policy review document (copy annexed) prepared by UNICEF HQs on Strategies for Children in 1990s and approved as a framework by the UNICEF Board to form part of the fourth United Nations development decade (DDiv). The paper envisaged a commitment on environmentally sound and sustainable development policies, building the necessary economic base for meeting human needs; reaching the heretofore unreached through advocacy and social mobilization; and the empowerment of women in development.

RJ in his expression of the policy paper, highlighted the fact that Asia is a dynamic part of the world economy compared to Africa and Latin America, where economy has taken a dip in terms of GNP; there has been a decrease in numbers of people below poverty line in Asia in total contrast to Africa, yet this process is not as fast as one would like it to be. Similarly progress in terms of social indicators leaves much to be desired. There are still 100 million children between the ages of 6-11 years in the developing world, who are not going to school. There are disparities within the region in terms of infant mortality rate (IMR) and in the developed work so far as children are concerned, there is a problem of "Affluenza". He emphasized the development of the human potential and upgrading of human capacities and capabilities to achieve DDiv objectives. He made a strong case for adjustment of a development strategy by giving it a human face and thereby ensuring a more rapid reduction of poverty in the name of children.

Dr. Kinhide Mushakoji (KM) drawing on the experience of his country, stated that IMR has decreased from 155 deaths per thousand in the year 1930 to below 10 in 1980 but this achievement does not tell the whole story as the welfare of children suffered greatly in achieving the targets of reducing IMR. The policy to rapidly industrialize the country, resulted in break up of traditional family support system for the children. Government is now attempting to protect traditional institutions, for example, extended family system to cope with the problems of industrialization. He cautioned the third world countries to take note of this phenomenon and attempt fusion of modern and the traditional in the government strategies. KM referring to the development of the human potential, warned against fostering of only hard working human beings, as in case of Japan.

Dr. Parawase Wasi (PW) presenting the Thai case stated that the IMR from 137 per thousand in 1950 has now been reduced to 28 and similar strides have been made in the fields of nutrition, immunization, primary education (100% enrolment of children between 6-12 years) etc. The factors contributing towards this success, were listed as general direction of the country being development oriented (human resource and infrastructure development): independence and peace (flexibility and tolerance); civil service which is prestigious and strong; education being imparted by 30,000 buddhist temples along with modern education by 30,000 schools which have 650,000 teachers,s the biggest army in Thailand; health infrastructure; family planning (population growth reduced from 3.3% per annum to 1.5% in less than 20 years), due to modern education, active use of media; lack of prohibitive culture and involvement of academicians in family planning; nutrition due to availability of food and education; social development with minimum basic needs but above all, economic progress without which none of the above mentioned would have been possible.

However, this rosy picture of development, according to PW, has its adverse side specially in case of children. Because rapid modernization has led to break up of homes, destruction of environment (forests reduced to 20% from 40% cover); disruption of rural economy; creation of slums; child abuse; prostitution "there are said to be over one million prostitutes in Thailand" and some are said to be no more than 15-16 years old. He made a strong case for rural development as the effective approach in solving rural poverty by enhancing human capability. He stated that the development of 50,000 villages in Thailand, would solve the problem of urbanization.

Mr. Godfrey Gunatilleka (GG) of Sri Lanka stated that IMR from 140 in 1945 has now been reduced to 20 and literacy is now at 91%. In his view, a success of the child survival policy in Sri Lanka could be attributed to a constant policy of the government from 1945 to 1977 of implementing a basic needs strategy, encompassing food security and availability (the system of food stamps on subsidized or free basis to ensure availability of food to everyone); health infrastructure' education for all; rural bias to development; emphasis on food production; equity oriented policies and of a political system which comprised a strong local government, adult franchise, accountability of representatives for provision of local needs.

Referring to the stagnation and crisis, GG attributed it to the fact that economic performance fell far behind. There can't be social justice without growth and thus there was a dilemma how to sustain social policies without growth which was having an impact on the child. The economic adjustment with social well-being attempted by the Government of Sri Lanka from 1975 to 1985, kept the social package substantially in tact but through adjustments in case of higher income groups, attained an average of 5.8% growth, reduced unemployment from 20% to 14% and in terms of social outcome, there was a steep decline in IMR and population and fertility rate and non-school population but there was marginal decline in numbers of absolute poverty and there was increase in income equality.

All this became possible because of major flow of resources in the economy through mobilisation of high level of aid. However, the main challenge, in the context of the children, is the violence and ethnic conflict which has engulfed the country. Although social development has not been very adversely affected by the violence, he commended the need for a healing process and making the child as central to achieve normality and peace.

Dr. Soedjatmoko (he was a member of the jury of His Highness' Award for Islamic Architecture) outlined the futility of drawing up a strategy for DDiv until UNICEF could influence the environment of the work in which the child has to grow. He referred to the current phenomenon of growing violence, religious intolerance and government inability to contain violence, which according to Dr. Soedjatmoko might the result of rapidity of social change and breaking up of the traditional system. He felt that unless the virus of violence is contained, the frame-work of the DDiv cannot be meaningfully determined.

The psycho-social aspects and its impact on families, with reference to the setting of children in all households, were discussed at length and questions were raised about the survival strategy for what? Should it be fostered simply to have children infected by the virus of violence or the survival strategy be tempered with the need for a secure and caring family setting.

Mr. Kul Gautam (KG) introducing the salient features of the strategy paper described the goals and strategies. In terms of major goals of the DDiv, there was reaffirmation of certain goals of DDiv, such as, reduction of IMR, universal education, mass immunization, improvement of nutritional status, access to potable water etc. A number of subsidiary goals have also been incorporated in the paper.

The strategy for reaching these ambitious goals, proposed for the year 2,000 included (i) building the necessary economic base for meeting human needs, (ii) reaching the hereto unreached through advocacy and social mobilisatin, (iii) the empowerment of women in development, (iv) ensuring sustainable development, (v) using social indicators for monitoring and evaluating development impact and (vi) going to scale instead of pilot project approach.

The participants viewed the First Harvest and greatly commended it. A request was made for copies of the video by Director (Information) UNICEF, UNICEF Representatives of Vietnam, South Korea and Thailand, resource persons from Indonesia, Philippines and Thailand. The representatives of Philippines, Indonesia, Thailand and Vietnam would like to show the video on the national TV network.

In his presentation, as a resource person, SSK underlined the importance of fostering a framework of grassroots institutions to attain objectives of building an economic base, access to the unreached, empowering of women and ensuring sustainable development. He emphasized the partnership aspect of a development approach and the emphasis on obligations of the beneficiaries.

RJ was particularly struck by these aspects of AKRSP approach and PW of Thailand categorically stated that without a framework of grassroots institutions, most of the objectives contained in the strategy paper, would be unattainable. The other participants also expressed similar views and a strong case was made for making this requirement explicit in the strategy paper and a clear statement included that the fostering of a framework of grassroots institutions should be one of the main objectives as a means to the attainment of the UNICEF goals of DDiv.

On the request of Dr. Wasi, who has set up a rural development foundation with assistance (US$ 10-15 million) from CIDA, a meeting took place between Dr. Wasi and SSK in which Dr. Wasi requested for assistance from AKRSP for setting up a programme in Thailand. SSK suggested to him to request CIDA for arranging such a collaboration which they have been doing in case of other projects namely the recent visit of the Nepalese K-BIRD delegation to Gilgit. Dr. Wasi agreed to take up the matter with CIDA.

Dr. Soedjatmoko, Dr. Monsod of Philippines and Dr. Wasi of Thailand requested for document on AKRSP to be sent to them. These could be sent by pouch through local UNICEF office along with copies of the video.

SSK found the participation in the consultation most rewarding and hopefully AKRSP's institution model may find a place in the UNICEF strategy for DDiv of the United Nations.

May 21-25, 1990

NOTE FOR THE RECORD

Subject: Regional Dialogue on Poverty Alleviation, Manila

Organizers:

- Asian & Pacific Development Centre, Malaysia
- Konrad Adenauer Foundation, Philippines
- Asian Institute of Management, Manila in collaboration with EDI, Washington DC.

Participants: - Bangla Desh, India, Nepal, Pakistan, Philippines and Sri Lanka.

Asian Development Bank also sent an Observer. The Pakistan delegation represented the highest levels of bureaucracy comprising Federal Secretary for LG & RD, Chief Secretaries Punjab and NWFP, besides a very senior officer representing Chief Secretary, Sind Province.

The dialogue was inaugurated by the Speaker of the Philippines Congress (House of Representatives), who made a vehement plea for alleviation of poverty. Being an aspirant to the presidency of the Philippines in next election, Mr. Ramon Mitra presented a six-point agenda for poverty alleviation:

(i) effective delivery of basic services;
(ii) decentralization of operations;
(iii) more equitable and efficient taxation;
(iv) generation of greater economic equity;
(v) aggressive promotion of foreign investment in small and small sized enterprises and
(vi) welcome and support private sector and NGOs.

The keynote address was given by Dr. Sixto Roxas who diagnosed that the current strategy of sectoral planning followed by the Third World countries, was generating poverty by the wholesale which was being attempted to be alleviated in the retail through poverty alleviation programmes. He strongly advocated an ecozone development strategy to replace sector planning, which should be based on the principles, namely, departure from enterprise as a mode and adoption of community or cluster of people belonging to particular ecological zones, subsuming an integral ecological zone, as organisers of development. Dr. Roxas pleaded that currently poverty creating forces in mainstream development necessitate poverty alleviation programmes, hence the mainstream development strategy should be so designed as not to necessitate poverty alleviation programmes.

Dr. Roxas keynote address was one of the most powerful pleas for a shift in development planning. He is presently engaged in developing an ecozone development module for the 329 ecozones of Philippines. His paper is enclosed which was found most stimulating. It might be worthwhile to invite him to Gilgit on a consultancy for a fortnight to help develop ecozone development plans for Northern Areas. AKF's reaction to the proposal may be sought.

Regional Overview of Poverty

According to Dr. Ismail Getubig of the Asian and Pacific Development Centre (APDC), there has been substantial progress in decreasing poverty and numbers have gone down in case of some countries in the last four decades i.e. Taiwan, from 47% to 3% but in cases of some other countries like India, Bangladesh, Pakistan, the percentage has gone down but the numbers have increased because of increased population. There is a consensus that poverty should be alleviated, because poor are a social liability, poverty leads to the destruction of environment and also to social and political instability besides it is morally desirable to alleviate poverty.

The Global Poverty Scenario indicates that growth without equity is not going to have an impact on poverty alleviation. A Chinese Case Study brought out that 214 counties in China have more than 70 million people with an income of less than US$ 50 per annum. In Philippines, the national per capita income is US$ 600 but 40% of the people have per capital income in the range of US$ 85 to 100. A strong plea was made for equitable economic growth.

Designs of Poverty Alleviation Programmes

Dr. Anil Bhatt of the Ahmed Abad Institute of Management highlighting the critical factors in a successful poverty alleviation programme, emphasized the need for an exclusive delivery as well as receiving system for the poor and in this context. AKRSP experience was presented by SSK which comprised showing of First Harvest and explanation of the concept, methodology and progress todate through transparencies.

After the presentation, the Federal Secretary for Local Government and Rural Development, Mr. Humayun Faiz Rasul said to SSK that the presentation brought tears of pride in his eyes that Pakistan was so far ahead in development of poverty alleviation programme compared to the countries represented in the regional dialogue. Other members of the Pakistan group expressed similar sentiments.

The session on Designs of Poverty Alleviation Programmes brought out very clearly to the delegates, the need for a receiving system as mere setting up of the delivery system, is not sufficient to alleviate poverty. The receiving system for the poor manifest itself in framework of grassroots institutions likely the VOs fostered by AKRSP. The delivery system has to be exclusively for the poor and manifest itself into a support mechanism like the AKRSP type administrative set up.

Alternative Delivery System

Prof. Eduardo Morato, Assistant Dean of the Asian Institute of Management expounded accounting development on a balance sheet by showing people, land, physical environment of soil etc, as assets from which liabilities should be subtracted to get a picture of equity on the balance sheet. This was illustrated by giving the example of Philippines Business for Social Progress (PBSP) where 150 business houses through corporate philanthropy are undertaking social development. Their experience has been (1) most effective poverty alleviation programme (PAP), involved full participation of people through a holistic approach, (2) formulation of clear cut strategies and intervention of PAP, (3) effectiveness of organization and its linkages with other agencies, (4) use of educational facilities, (5) presence of entrepreneur characters to activate development (activist), (6) backward and forward integration by controlling sources of supply and marketing outlets, (7) build bridges and conduits to connect delivery and receiving systems, (8) rifle approach towards specific poverty groups, (9) definite objectives and criteria for evaluation of performance establishing responsibilities and accountability, (10) a dedicated and selfless leadership along with commitment of highly conscientious and confident staff and (11) organization imperative to make development process work.

Capacity Building of the Poor

Prof. S. Tilakaratna of Sri Lanka presenting his module, emphasized on the following aspects of a Capacity Building Programme on a sustainable basis:

(i) Building a knowledge base encompassing an intellectual base, based on dialogues, non-dominant and non-bureaucratic in nature, adopting a process of diagnostic survey, admitting role of an external agent and planning phase-out overtime.
(ii) Building participatory organizations encompassing creation of own organizations of a small group of homogeneous membership with built-in peer pressure for internal discipline.
(iii) Mobilization of own resources encompassing turning inward for group savings and mobilization of labour.
(iv) Assertion and gaining access to resources from outside encompassing turning outward, asserting entitlements and improving access to delivery system.
(v) Acquisition of skills encompassing basic management skills, literacy and technical skills and
(vi) Sustaining and extending development actions as a continuing process encompassing consciousness raising and economic benefits, generation of learning process, going to a broad set of actions with total development planning at community level, generation of community cadres and linkages of networks both horizontal and vertical.

Recommendations:

Country groups were asked to make their recommendations on the following issues:

1. What are the potentials of incorporating success factors of poverty alleviation programmes and alternative delivery system into traditional programmes being implemented currently?
2. How can government hasten the development of receiving systems so that they become their own delivery systems.

The Pakistan Group recommended that the AKRSP presented a viable model of an exclusive delivery system for the poor and should be tried in selected districts in each province of Pakistan. The Ministry of LG&RD with provincial departments, should take initiative in this regard.

The group further recommended that Government of Pakistan's available resources as Zakat & Ushr (approx. Rs. 4 billion), Peoples Works Programme (approx. 2 billion) should be re-channelled for the purpose.

The group recommending a shift from a sectoral programme to a poverty alleviation programme, recommended that the Government of Pakistan could hasten the process of establishing a viable receiving and delivery system by fostering a framework of grassroots institutions, which would entail setting up a support mechanism on the lines of AKRSP.

The group also recommended a much greater role in Pakistan for NGOs in alleviating poverty.

Lecture at Asian Institute of Management (AIM)

On the request of Prof. Ruth Callanta, SSK gave a presentation on AKRSP at the AIM on May 24, 1990, which comprised showing of the First Harvest and explanation of the programme through transparencies. The class of students under Prof. Morato, Associate Dean, Development Management Programme, AIM asked questions on government support, local political structure, local savings, financial commitment, identification of needs by villagers for development, a livelihood model, use of modern technology and issues pertaining to replication.

Immediately after the lecture, SSK took the flight to Karachi.

Copies of the First Harvest were requested by the following:

- Mr. Khalid Shams, Programme Coordinator, APDC Malaysia.
- Dr. Durgesh M. Singh, Member Planning Commission, Singha Durbar Secretariat, P.O. Box No. 1284, Kathmandu, Nepal.
- Mr. Zaki Azam, Director, Asian Development Bank, P.O. Box No. 789, Manila, Philippines.

Dr. Harka Gurung, Former Vice-Chairman, National Planning Commission, Kathmandu requested for a copy of Dynamics of Rural Development.

December 16-19, 1991

NOTE FOR THE RECORD

Subject: Regional Symposium on NGO Cooperation on
Rural Poverty Alleviation organized by ESCAP at Bangkok.

The ESCAP Secretariat had circulated a note suggesting election of SSK as Chairman but due to AKRSP BOD meeting on December 15, SSK could not arrive Bangkok till the beginning of the afternoon session. However, SSK had to preside over the concluding session as the Chairman elected in SSK's place, had to leave on the last day.

The salient features of the Symposium are summarised below:

- There was remarkable unanimity about the role of NGOs and the relationship between NGOs and Government.
- Many governments in the ESCAP region have taken steps to strengthen the NGO sector. In Bangladesh, the organization set up by government as a non-profit joint stock company, has attracted and has at its disposal more resources than some of the line Ministries (Takas 1000 crores against 400 crores).
- The Asian Institute for Rural Development (ATRD) has developed a very successful seri-culture package and its Executive Trustee was very keen to offer the technology to the participating NGOs.
- The Asian Regional Director, IRED (Development Innovative and Networks) was very keen on collaboration with AKRSP.
- The keynote paper prepared by Mr. Ledesma of the Xavier University College of Agriculture, Philippines as a consultant to ESCAP, cited AKRSP for district level operations.
- The First Harvest was an instant hit with the participants and many of them requested for copies of the video as well as the World Bank Evaluation.
- The papers presented in the Symposium are going to be published by ESCAP in book form and a request was also made by the Secretariat for project photographs.

On the whole the Symposium proved a very good forum for exchange of information, experience and learning about NGOs of the ESCAP region.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

By: Shoaib Sultan Khan
April 18, 1992

NOTE FOR THE RECORD

Subject: Visit to Canada and Brown University (USA)
April 5-9, 1992.

From Toronto to Guelph University, Christopher Gibbs and I were driven by Zahir Meghji on April 6 and a presentation on AKRSP was made to the students and faculty as per attached announcement. A lively discussion took place, after the presentation, on different aspects of the programme.

Chris and I also met the Dean and had lunch with the Director and faculty members Farouk Afshar and Dr. Murray. Discussions were held on collaboration between AKRSP and the Guelph University offering possibilities of a year long academic course, short courses of 6 to 12 weeks duration and involvement of the university faculty in AKRSP activities. Currently the University offers a two year master's course in rural development implementation and policy. Guelph has Agriculture as well as Veterinary Colleges with a beautiful campus, having residential facilities. Both Chris and I felt that Guelph presented very good opportunities for collaboration for AKRSP in enhancing its staff capacity and development. Dr. Afshar promised to put together a paper identifying areas of collaboration, including details of long/short/academic courses and faculty involvement with AKRSP.

At Ottawa the CIDA Pakistan Desk Staff (Joe Knockert, Eileen, Maggie and Ann) met us at dinner and again at CIDA headquarters. In the meeting at the headquarters, to which Julian Murray and Evan Due also came, the discussion centered around social action programme (SAP) of the GoP and CIDA's resolve to define its future country policy framework encompassing education, health care, population issues and participatory development and capacity building of economic policy institutes to help the government. CIDA has already reduced its assistance in Pakistan from a high of 70 projects to 26. It plans to reduce the number to 15 or may be 10 by 1995. We had a discussion with Eileen in the afternoon on CIDA's proposal to make Cdn $ 25 million available to AKFC, as block grant, for funding projects in Pakistan through NGO window.

The luncheon presentation on AKRSP to a group of nearly 40 CIDA staff, Canadian NGO representatives and international agencies was very well received.

The visit was rounded up with a TV interview to be telecast on CBC and other networks.

The Fifth Annual Briefing on Hunger issues at the Brown University included a session on AKRSP (programme attached). Kathy McPhail of the OED from the World Bank was the other panelist for the session.

The session began with a brief introduction by the coordinator Mr. Sohail Malik, giving the socio-economic profile of Pakistan. I showed the first eighteen minutes of the First Harvest and used the overhead transparencies to explain the conceptual package and the progress of the development partnership between AKRSP and the village organizations.

Kathy McPhail explained the different facets of AKRSP, within the parameters of the incentives and economic model, social and institutional model and the technical model developing and identifying suitable production packages. She highlighted the successes of AKRSP and the need for more work in developing production packages. Of the 400 rural development projects the Bank has funded, she quoted FELDA in Malaysia and the Cotton Projects in West Africa, as examples of successful projects like AKRSP.

She also referred to the per capita cost in AKRSP over a 12-year period as half of the World Bank rural development projects over 6 to 8 years span. She also lauded the great strides made by AKRSP in WID.

In the discussion, issues were raised pertaining to replication, successor institutions, population problems, village activists, dominance by elites, quality of leadership both at the village and project level, process approach etc.

At the end of the session, a number of people came upto me to express their appreciation. Kathy McPhail also commended the way the session went.

c.c. Section Heads/RPOs
Chairman, AKRSP BOD
General Manager, AKF Geneva

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
February 22, 1992

Subject: Meeting at ODA on February 13, 1992 at 1030 hours,
94-Victoria Street, London.

As desired by Mr. Gareth Aicken (GA), SSK along with Mirza Jahani (MJ) and Caroline Frey (CF) of AKF (UK) met the following at ODA:

- Mr. Gareth Aicken
- Dr. David Wright (DW)
- Dr. Michael Schultz (MS) (separately)

GA wanted to discuss the proposal made by Dr. David Wright pertaining to micro enterprise development. On explanation of the situation in Northern Areas by SSK, DW agreed that his paper concentrated more on ownership of the enterprise whereas AKRSP appeared to be faced with the following issues:

1. Nature of business available in the area;
2. Identification of entrepreneur and
3. Financial benefits, ownership and management

DW agreed that unless the first two are addressed, AKRSP would not benefit greatly by resolution of the third issue. However, SSK agreed that this would be an issue of interest to AKRSP and if ODA would like to pursue the matter from its small enterprise funds, AKRSP would be very keen to benefit from the results of this study. On DW's suggestion, SSK agreed to convey AKRSP's interest in the matter to ODA.

In regard to identification of nature of businesses and entrepreneurs, SSK agreed to DW's suggestion to ask Prof. Malcolm Harper, currently at Xavier Institute of Management in India, to spend a week in the Northern Areas on his way back to London. Prof. Harper, for the last one year, is running courses in India pertaining to enterprise development, behaviour development and business plan development. MJ suggested that AKRSP might identify the valleys and VOs in advance of Prof. Harper's visit and SSK promised to do so.

Dr. Michael Schultz mentioned about the Associate Professional Officers Scheme and the availability of an agricultural economist to work with AKRSP. SSK assured Dr. Schultz of careful consideration of the candidature if and when received by AKRSP. He also enquired of AKRSP's interest in gender planning course about which he had spoken to AAA. He mentioned about groups and associates who have the experience of running such courses in Bangladesh and Nepal. SSK reiterated AKRSP's interest in such courses as already explained by AAA and welcomed Dr. Schultz's initiative in this regard. Dr. Schultz promised to send relevant documents on the subject to Gilgit.

On a question asked by MJ relating to the ratio of overhead costs to programme costs, Dr. Schultz observed that AKRSP approach demonstrated that investment in people has, as much a pay off if not greater, as investment in physical infrastructure and other interventions of similar nature. In his view, it would therefore be wrong to assess the overhead costs on programmes like AKRSP on conventional and traditional criteria. He felt that a programme like AKRSP, was forcing ODA to rethink about this issue and come up with some realistic approach on these matters.

On the issue of Donor Liaison Officer, Dr. Schultz supported the recommendation of the Joint Monitoring Design Group. However, DW felt that while making the recommendation, the group did not take into consideration that the DLO's job has two aspects; one to act as an Officer of the DLG and the other to act as a first contact with AKRSP representing the programme. In his view to combine the two functions in one person, would in some way be contradictory and difficult. However GA assured that ODA has no objection to Maliha Husein's liaison with DLG on behalf of AKRSP, if AKRSP so desires.

c.c. Management Group
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
February 26, 1992

Subject: The World Bank Twelfth Agricultural Symposium
January 8-10, 1992 ... Washington DC.

The programme of the Symposium is attached. AKRSP was given a prominent plenary session, just before the conclusion. The Symposium was inaugurated by the new President of the Bank, Mr. Lewis Preston. The AKRSP session was well attended with a near full hall.

SSK made the presentation using the first 18 minutes of the video First Harvest and the transparencies.

The presentation was very well received and a number of positive observations were made from the floor. A number of the audience, after the session, came up to SSK to congratulate him on the presentation and some of them expressed a desire for collaboration with AKRSP. One of the staff members of the World Bank Economic Development Institute, of Chinese origon, took a copy of the video and expressed interest in AKRSP collaboration with Sinkiang Province. Graham Donaldson of OED with other staff was also present and greatly commended the presentation.

Michel Petit, the head of Bank's Agricultural Division, referred three times to the AKRSP/AKF experience, in his concluding speech, as possible examples for programme emulation.

Mr. Bernard Dussert of the Maghreb Department of the Bank's Agriculture Operations Division, met SSK twice and discussed replicability of AKRSP methodology in the mountain region of Morocco. At SSK's behest, he also had a telephonic talk with Chris Gibbs. His latest communication on the subject is attached and also a letter from Senior Agriculturist of the Bank as a feed-back to the presentation.

Graham Donaldson was extremely kind, as usual. He invited SSK to dinner and arranged a discussion on the credit and banking operation of AKRSP. At SSK's request, he also agreed to make the services of Julian Blackwood available to review the working of SRSC. The review is planned in the month of April next.

c.c. Section Heads
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
February 25, 1992

Subject: Presentation on AKRSP at the Institute for Economic Research (IFO), Munich on January 30, 1992.

The invitation, in German, issued by the President of the Institute, to the talk is attached. Academics and students from surrounding institutes and universities also came to the presentation, besides the staff of the IFO.

SSK used the video First Harvest and overhead transparencies to make the presentation. In the discussion, issues were raised pertaining to replication, coordination with government, staffing, credit performance, extension work through village specialists, funding etc.

Prof. Dr. Joachin Ziche, Rural Specialist of the Munich Technical University, after the presentation had a discussion with SSK at dinner about the relevance of the AKRSP approach to African countries.

Dr. Schonherr appeared very pleased with the presentation and profusely thanked SSK for undertaking the trip. He has not as yet completed his report on his visit to Northern Areas and AKRSP and promised to send a copy of the report, which would be in German, when completed.

A request was made for a copy of the video and the World Bank Evaluation which may please be sent to Dr. Schonherr for onward transmission. SJ to please do the needful.

c.c. Section Heads
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
February 26, 1992

Subject: National Geographic Article on Hunza

At the request of Jonathan Blair, National Geographic Photographer, who has been coming to Northern Areas for the last over one year in connection with the Magazine feature on Hunza, SSK paid two luncheon visits to the Geographic headquarters in Washington DC on January 9th and 10th and met the following:

1. Amy Kezerian, Research Division
2. Victoria Ducheneaux, Legends Division
3. Erla Zwingle, Editorial Division
4. Jonathan Blair, Photographic Division

The draft article was reviewed and because of the changes, entailing more research, the Management decided to shift the date of publication of the feature to August 1992 instead of April, as initially decided. They agreed to incorporate most of the changes/additions suggested by AKF(G).

Jonathan Blair, who has shot nearly 800 photographs of Hunza/Gojal valleys, of which only 30 would be used for the article, proposed bringing out a photographic book on Hunza in collaboration with AKF. He asked SSK to help in the written material for the book. SSK informed him that he would explore the possibility with AKF.

c.c. Section Heads
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

SPEECH

His Excellency, President of the Republic of the Philippines, Fidel V. Ramos,

Mrs. Magsaysay

Honourable Trustees of the Ramon Magsaysay Award Foundation,

Ladies and Gentlemen:

My mentor and teacher, Akhter Hameed Khan, received the Magsaysay Award nearly three decades ago. It was not in my wildest dreams that I would one day follow in his footsteps to this August ceremony. I have learnt the art of rural development at his feet since late fifties and continue to benefit from his vision and deep insight till today. It is to Akhter Hameed Khan that I owe my understanding of the theory and practice of rural development.

In my nearly four decade-long career, I have had three benefactors: the Government of Pakistan, the United Nations (particularly UNICEF) and His Highness the Aga Khan. The last one, with whom now I have been associated for a decade, gave me a long term perspective and inspired guidance, commitment and dedication to the cause of eradicating poverty. The Aga Khan evinces a level of interest and gives the kind of support which I had never had before, to do the type of work I wanted to do for the rural poor. His Highness truly made my dream come true. The decision this month by Prime Minister Muhammad Nawaz Sharif to extend the Aga Khan Rural Support Programme (AKRSP) to the whole of Pakistan through the National Rural Support Programme, set up on the pattern of AKRSP, is a direct result of His Highness's desire that AKRSP should develop a replicable model of rural development, along with improving the standard of living of the people of the Northern Areas of Pakistan.

To my colleagues in the Aga Khan Foundation Geneva, Pakistan, Canada, UK and USA, I owe special thanks for helping AKRSP in every possible way as I do to the Aga Khan Development Network and the donors of AKRSP in the governments of Canada, UK, Netherlands, European Community, Germany, USA, Norway and various foundations namely, OXFAM, Konrad Adenauer and Ford. The Operations Evaluation Department of the World Bank through its two interim evaluations of AKRSP, gave the programme a great impetus and global acceptability. The support I received from my well wishers in Pakistan and abroad and my erstwhile colleagues in the Government of Pakistan, the administration of North West Frontier Province and the Northern Areas and a score of other agencies, contributed tremendously to the development of AKRSP.

However, the people who made AKRSP possible are the workers of the programme, who have been performing their duties, over a sustained period of time, with a sense of dedication and sincerity found rarely in most organizations. Their acceptance of the primacy of the village organization and their willingness to listen to and respect the views of the rural poor, are the greatest strengths of AKRSP. Above all, it is the people of the Northern Areas and the Chitral district of Pakistan that the full credit for the achievements of AKRSP must go. It is they who responded so positively to the terms of partnership offered by AKRSP and fulfilled their obligations of organization, human resource development and capital formation, the three cardinal principles on which AKRSP is based. It is the workers of AKRSP and the people of the programme area who truly deserve the honour the Award has bestowed on me.

I am sorry that my wife is not present here to share with me this moment of glory because she has made and continues to make the greatest personal sacrifice to enable me to work in a remote and isolated region, comprising the programme area. I wish my daughters Roohi, Afshan, Shelley and her husband Tim and my grandchildren Sarah and Amil were also here. But the one person whom my wife and I miss most on such occasions, is our daughter Falaknaz, who died nearly four years ago with her two children, in a gas suffocation tragedy, at Islamabad. She would have been happiest to see her daddy receive the Ramon Magsaysay Award, which I accept with the greatest humility and with profuse thanks to the Trustees of the Foundation.

CITATION

SHOAIB SULTAN KHAN

To Gilgit, Chitral and Baltistan, merchants on the Silk Road to China once brought trade, news of the world and Islam. But by the 1970s global shifts had rendered these high mountain regions Pakistan's remotest districts. Lost behind the ranges,their hardy farmers and herdsmen survived by wresting sustenance from a stingy and progressively degraded habitat. They faced bleak prospects when, in 1978, the Karakorum Highway renewed their links to the outside world and exposed them to the forces of Pakistan's modern economy "down country". Stepping in to help them catch up, and to channel outside forces to the good, was the Aga Khan Rural Support Programme and its able general manager SHOAIB SULTAN KHAN.

As a young civil service officer, KHAN learned from Akhter Hameed Khan that democratic village institutions can empower the rural poor to become masters of their own development. He adapted his mentor's insights to mountain communities in Pakistan's Northwest Frontier and in Sri Lanka, where he lived in a forest village to help UNICEF devise an effective social development programme for rural settlers. He was thus an experienced development administrator when, in December 1982, the Aga Khan Rural Support Programme asked him to introduce income generating activities to nearly a million people in Pakistan's vast and rugged northern areas.

KHAN believes that physical infrastructure projects provide the best catalysts for collective decision making and accountability in poor, rural communities. In his initial dialogues with villagers, therefore, he explained that the Programme would give each village a one-time-only grant for such a project -- but on certain conditions. The villagers must choose the project collectively and it must benefit everyone; they must form an organization to plan, build and maintain the project; they must meet regularly with everyone present; and they must make systematic contributions to a common fund so that there would be savings and collateral to help meet future needs.

As projects got underway, KHAN's staff members carefully monitored the construction of each new irrigation channel and link road, and funnelled equipment, supplies, and essential expertise to the village builders. And as new land was opened to irrigation, KHAN urged villagers on to the next stage. "The sooner you develop the land", he told them , "the sooner you will benefit". To help, the Programme introduced new strains of plants, taught villagers new skills, and encouraged the region's illiterate and ever-toiling women to assert themselves and participate in collective initiatives of their own.

To date, more than one thousand local projects funded by the Programme have brought 20,000 hectares of new land under cultivation. Seven thousand villagers have been trained as managers, accountants, and specialists in farming, animal husbandry, forestry and marketing. Local organizations in some 1,400 mountain villages now manage livelihood projects, generate capital, and conserve local resources. Millions of trees supplied by the Programme anchor the thin mountain soil and yield apricots and apples for selling "down country", as well as fuel and timber for the future. The hills are alive with a new and confident spirit.

As his working method attracts the attention of other development workers world-wide, KHAN's vision is spreading. Meanwhile, the amiable and gentle KHAN spends much of his time walking and talking with villagers. *In this way he reminds his staff that at the Aga Khan Rural Support Programme the needs of villagers come first, and that the heart of any successful development effort lies not in the office but in the field.*

In electing SHOAIB SULTAN KHAN to receive the 1992 Ramon Magsaysay Award for Community Leadership, the Board of trustees recognizes his nurturing self-reliant development and bringing hope to the forgotten peoples of high Pakistan.

Chapter 6

Advocacy at Federal, Provincial & Local Level

List of Notes for Record

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CONFIDENTIAL

NOTE FOR THE RECORD[1]

Subject: GENERAL DISCUSSIONS ON DEVELOPMENT ISSUES[2]
Date, time: January 1, 1983 - 10.00 a.m.
and venue: Commissioner's Office

Participants

1. Mr. Jamil Haider Shah, Commissioner, Northern Areas
2. Mr. Shoaib Sultan Khan, General Manager, AKRSP

The Commissioner brought up the issue of coordination of the development effort in the Northern Areas under the aegis of the Northern Areas Administration and other agencies such as United Nations and Aga Khan Foundation etc. A proposal was mooted for setting up a Development Coordination Body under Commissioner's chairmanship with representatives from all the public and private sector development agencies. The Terms of Reference of this Body would be as follows:

a) Review the activities of all the development agencies with a view to foster coordination between the activities of the different agencies to eliminate duplication and dissipation of resources.
b) Identification of projects at different levels of planning and assignment of projects for execution of different agencies on the basis of their expertise and experience.
c) Identification of macro-intervention benefiting micro-levels.
d) Identification of micro-intervention needing micro effort namely community participation and community involvement, to undertake implementation and maintenance of such projects.
e) Assessment and evaluation of development strategies and development effort in the Northern Areas.
f) Pooling of resources of different agencies for the purpose of optimum utilisation of funds for maximum benefit of people in the Northern Areas.
g) Any other development issue which the Body might consider of relevance and importance to the development of the Northern Areas.

The GM assured Commissioner that the AKRSP will be willing to fully participate in such a Body and to keep the Commissioner and the Development Coordination Body fully in picture about its activities and development strategies and development plans identified through the process of diagnostic surveys being undertaken by the Management Group of the AKRSP, at present. The Group has already done initial survey in 25 villages and would be in a position to present its conclusions and village level plans based on village organisations and villagers participation, shortly.

The Commissioner also mentioned about the impact of sectarian tension on the development effort and especially on the work of AKRSP and stressed the need for harmony and goodwill between the different sects to enable the AKRSP to fulfill its mandate. In a charged and tense situation, the Government agencies would feel hesitant to associate themselves with the AKRSP effort. The GM fully shared Commissioner's apprehensions and expressed the hope that such a situation would not be allowed to take place with every possible effort.

c.c. - Mr. Jamil Haider Shah, Commissioner
- Members of the Management Group.

1. True leader is like a stream of fresh water. As Bruce Lee once said "Be like water making its way through cracks. If nothing within you stays rigid, outward things will disclose themselves". That was the way poverty alleviation programme was led in the Northern Areas of Pakistan. The power of purpose like power of gravity made the leadership find its way. Notes for the Record in the following pages describe how it all happened.
2. These notes narrate the story of Transformation without taking power- The discourse of hope. Showing in detail how a thousand miles journey starts with one step at a time. The first step is trust building- it is based on sharing information, coordination, and cooperation.
Second Step is documentation and keeping Notes for Record is a simple and powerful tool to do this work.

January 18, 1983

NOTE FOR THE RECORD

Subject: Extension of AKRSP activities in the District of Chitral (NWFP).

Participants:

- Mr. U.A.G. Issani, Chief Secretary, NWFP Peshawar.
- Mr. Jamshed Burki, Secretary, Home Department NWFP
- Mr. Shoaib Sultan Khan, GM AKRSP

The GM recalled his meeting with the Chief Secretary in the month of October 1982 and the suggestion made by the Chief Secretary about inclusion of Chitral in the development programme of the AKRSP. The GM requested the CS for his advice for initiation of the programme in the district of Chitral.

The CS welcomed AKRSP's extension of development activities to the district of Chitral and suggested for a formal reference to be made to him indicating the aims, objectives, strategy and area of activity the AKRSP wishes to undertake in the district of Chitral with approximate financial input. He would there-upon get formal approval of the Governor of NWFP for commencement of the work.

He also made a reference to the untoward incidents which took place in Chitral six months back and expressed the hope that AKRSP by its activities would try to improve the situation.

The GM promised to make a formal reference in consultation with the Chairman, AKRSP Board of Directors in this regard as desired by the Chief Secretary.

April 4, 1983

NOTE FOR THE RECORD

Subject: Extension of AKRSP activities to the district of Chitral.

Participants:

- Mr. Shamsher Ali Khan, Commissioner, Malakand Division
- Mr. Zahoor A. Malik, Additional Commissioner(Dev), Northern Areas, Gilgit.
- Mr. Taj Mohammad, DC Chitral
- Mr. Khurshid Ali, Chairman, District Council Chitral
- Mr. Khalid Mansoor, Assistant Director, Local Government and Rural Development Department, Chitral.
- Mr. Jehanzeb, Executive Engineer, Communications and Buildings, Chitral.
- Mr. Abdur Rauf Yousufzai, SP Chitral.
- Mr, Pinin Shah, AD, Agriculture Department, Chitral
- Lt. Col. M. Nayyar Murad, Commandant, Chitral Scouts
- Mr. Hussain Wali Khan, PSE AKRSP
- Mr. Shoaib Sultan Khan, GM AKRSP

The visit to Chitral was postponed due to technical reasons from 3.4.1983, which unfortunately resulted in the Additional Chief Secretary (Planning & Development Department), Government of NWFP not being able to accompany the team, on the helicopter, from Saidu Sharif to Chitral. Sahibzada, Imtiaz Ahmad, the Additional Chief Secretary had to return to Peshawar on the 3rd evening after having waited for the helicopter on 3rd morning. The Additional Commissioner (Development), NAs very kindly agreed to accompany the team from Gilgit on the request of the GM.

The Commissioner, Malakand Division briefly explained the AKRSP and introduced the GM to the local officials and thereafter requested the GM to brief the meeting about the aims and objectives of AKRSP in a greater detail.

The GM briefly explained the non-communal nature of the programme which the Commissioner thought was being contradicted by AKRSP's initial thrust in Upper Chitral only and therefore, strongly advocated commencement of the programme simultaneously in both the parts of Chitral.

The GM promised to submit a proposal recommending expansion of AKRSP activities to both areas for consideration of the Chairman, AKRSP Board of Directors.

Elucidating the strategy of AKRSP, as approved by its Board of Directors, the GM explained that the programme is based on three essentials of agricultural and rural development namely (a) provision of physical productive infrastructure i.e. irrigation, land development, flood protection works, link roads etc., (b) establishment of an administrative infrastructure i.e. extension services, backed its provision of supplies such as inputs, credit etc., and (c) fostering of a social and economic infrastructure i.e. VOs to help small farmers to overcome handicaps of subsistence holdings.

The GM stated that the above mentioned principles were the distillation of the experience of the world in the field spread over a period of nearly 150 years. He pointed out that in case of small farmers, like that of the district of Chitral, where the total cultivated area is only 18,132.18 acres divided up amongst 90% of a total population of 210,000, an approach to develop agriculture which succeeded with big holdings like in America or England, would not be applicable. Hence for the small land holders of Chitral, it is important to understand that without giving them the economies of scale, it would not be possible to improve their economic condition.

At this juncture, the Chairman District Council intervened and informed the meeting that the District Councillors are in session in the District Council Hall and were in fact expecting the team yesterday and would greatly benefit by what the GM was saying about AKRSP. However, we were handicapped by time constraint and as the helicopter came to Chitral against the advice of the weather Pundits, the helicopter crew was keen to cross Lowari Top before 1500 hours. The top is still covered with snow and traffic to Chitral by road is totally suspended. The Commissioner assured the Chairman that this is only a preliminary visit and that the MG of the AKRSP would henceforth be making more frequent visits and the district councillors would very soon get an opportunity to have discussions with GM and the MG in a less hurried situation. The Chairman seemed satisfied at this offer.

May 3-5, 1983

NOTE FOR THE RECORD

Subject: Extension of AKRSP activities to Chitral.

May 3, 1983	1100-1330 hours	Drosh Tehsil Headquarters
	1430-1530 hours	Village Gabur in Lotkoh Valley.
	1730-1900 hours	District Council, Chitral.
May 4, 1983	1000 hours	Meeting with Commissioner, Malakand Division and district administration officials.
	1700 hours	Reception at the palace of Mehtar of Chitral.
May 5, 1983	0745 hours	Left Chitral by helicopter via Shandur Pass
	0935 hours	Arrived Gilgit

Participants:

In the meetings, discussions and visits included the:

- Commissioner Malakand Division
- DIG (Police), Malakand Division
- Deputy Commissioner, Chitral
- SP Chitral
- Commandant Chitral Scouts
- District Councilors of Chitral
- Chairmen and Members of Drosh Union Councils and villagers of Gabur
- Mr. Latif Hasan, Chairman District Council Gilgit accompanied GM AKRSP and
- Mr. Robert d'Arcy Shaw, Director of Special Programmes, AKF Geneva.

The visit to Chitral like the visit in April 1983 had to be postponed from May 2 to 3, 1983 due to non-availability of helicopter. However, the Commissioner Malakand Division was informed of the change well in time and was saved of the inconvenience of waiting at the Kabal airport for the helicopter as he had to do along with the Additional Chief Secretary (P&D), last time. At Kabal airport, Mr. Shamsher Ali Khan, Commissioner Malakand Division along with Mr. Khurshid, Acting DIG Police boarded the helicopter for onward journey to Chitral.[3]

In the meeting at Drosh tehsil nearly 40 Chairmen and Member of the UCs participated besides the officials. The Commissioner briefly introduced the programme and GM elucidated the aims and objectives of AKRSP. The Chairman, District Council Mr. Khurshid Ali lauded the concept of AKRSP specially the idea of partnership and underscored the importance of Ishtirak Amal in achievement of Pakistan and its importance in attainment of development of backward areas. He lamented the lack of resources and funds with the Union Councils and praised the work of the District Council despite meagre resources.

In the discussions, Qazi Nizam, Chairman UC Lagoon thanked His Highness for the tremendous work he and his ancestors had rendered for the cause of Islam and Pakistan. He observed that although His Highness has the good of all the people in the area at his heart but the local functionaries of the community have often misappropriated the assistance meant for everyone and he expressed the hope that AKRSP would truly prove to be a vehicle of development for everyone in the area. Another elder Mr. Ashraf Khan, Member DC Chitral describing the problems faced by the people of Chitral valley mentioned scarcity of land and irrigation water and need for land development, provision of irrigation water and fertilizer as the main requirements of the area. He emphasised the need for a survey to assess the needs of the people. He also challenged the official census figures and pointed out that there were atleast 3 to 4 lac of people in 6,500 sq. miles of the district area.

The Commissioner again clarified the AKRSP approach and the process of diagnostic survey as an integral part of the AKRSP Programming Cycle.[4]

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3. Patience and openness glue the Team.
4. Partnership means sharing the burden not handouts.

The Chairman, District Council Gilgit Mr. Latif Hasan addressing the gathering stated that the backwardness of the area about which we talk about, if the development could become half as efficient as AKRSP, the backwardness would be removed. He lauded the work done by AKRSP in such a short period in the district of Gilgit and invited representatives of Chitral to visit Gilgit to see the work done by AKRSP for themselves.

Gabur is a boundary village at the farthest trip of the Lotkoh valley. It is inhabited by 120 households, most of whom speak Persian (Dari type). About 50 household members were present to meet us. The village is about nine miles from Garam Chashma but has no road. There was a dispensary building which appeared totally out of place in terms of architectural blending with the local environment. Since the people of this valley had always been in the habit of receiving subsidies, it needed considerable persuasion to motivate them to identify needs which will produce benefits on a continuing basis. Ultimately they identified need for an irrigation water channel for undeveloped lands. They identified the following persons as their contact men for undertaking survey of the channel by the AKRSP SOU namely:

- Jamadar Mir Alam
- Haji Abdullah
- Haji Daulat Beg
- Haji Muhammad Hussain

The area is only suitable for one crop due to severe weather conditions. We were entertained to a lavish tea by the local Scouts. The Commissioner, the DIG, the DC, the SP and the Commandant Chitral Scouts accompanied GM on this visit.

From Gabur we landed at Garam Chashma where the rest house has all modern facilities including a covered swimming pool which is fed directly by the hot springs. The water in the taps seems to come out of an electric geyser, although in actual fact it is only spring water. The area is also replete with trout and in no time, Mr. Abdur Rauf Yousafzai had a number of fried trout ready for the evening meal. In the meeting with about 25 elders of the area, the Commissioner explained the non-sectarian nature of the programme and methodology of AKRSP. One of the elders identified the following as the needs of the area:

- Pesticides
- Development of barren land
- Fruit nursery (3,000 fruit plants were distributed by IPS through their one acre nursery which is not sufficient to meet the demand)
- Drinking water supply
- Fuel scarcity
- Encouragement of cottage industries
- Sewing and embroidery centres for women
- Hydel power (also referred to the ATDO power station being set up with IPS assistance).

The GM explained the methodology of AKRSP and *the process of diagnostic survey and the need for dialogues* with 1,500 households, comprising the conglomerate of the Gram Chashma villages. He explained to the spokesman of the gathering namely Mr. Soba Khan, Headmaster of the local school, the importance of identifying location specific projects through inter-action with the inhabitants of each village instead of drawing up a plan of development based on general needs. The GM promised to send the SOU of AKRSP to undertake the diagnostic surveys.

The helicopter touched down at Chitral at 1730 hours and the group made straight for the DC Hall where 20 members of the council were present. The Commissioner on the request of Chairman, DC Chitral explained the AKRSP programme and referred to the statement of Mr. Khurshid Ali regarding non-sectarian nature of the District Council of which both Sunni and Ismaili members were present. He underlined, *the non-sectarian nature of the AKRSP.* He referred to the salient features of the programme namely its focus on the production sector and also mentioned its achievements in a short period in the Gilgit district.

The GM referred to the essentials of agricultural and rural development on which AKRSP strategy was based and pointed out the obligations necessary for development on both sides i.e. the rural people and the programme. Clarifications by the members were sought about payment for labour and the methodology of maintenance of works done, organization of people, their training and collaboration with government. The GM clarified the issues but the most effective statement was made by Mr. Latif Hasan, Chairman District Council, Gilgit who observed that the AKRSP methodology is easy, effective and the best. He was literally in love with the methodology. He stated that initially he was also sceptical but after seeing a few projects, he noted the effectiveness of the programme. He invited the District Council members to come and visit Gilgit district because they have not understood what AKRSP methodology is? Once they see it, they will understand. He continued that 90% of our people are not only illiterate but are also unemployed and unproductive. AKRSP not only provides them employment but also upgrades their productive skills. It works with the people and even in engineering projects, involves knowledgeable villagers. In a lighter vein the Chairman, DC Chitral said that the Chairman, DC Gilgit was in love with AKRSP methodology because

he was getting all the milk.[5] Mr. Latif Hasan rejoined that they were getting the milk because they were giving their blood and if the people of Chitral also cooperate in the same with AkRSP, they will also get all the benefits.

The meeting ended with a tea party hosted by the District Council, Chitral. The Chairman Mr. Khurshid Ali and the other members assured of full cooperation with AKRSP.

May 4, 1983

In the discussions with the Commissioner and the officials of the district administration, the following arrangements were made for initiating activities in the district of Chitral:[6]

1. Establishment of SOU with headquarters at Chitral comprising Mr. Ghulam Habib, the SO, Mr. Afzal Shah, Consulting Assistant Engineer and Mr. Gari Khan, Agriculturist.
2. The SOU would commence survey of the Lotkoh Valley starting from village Gabur and also survey some of the surrounding villages towards Drosh and Buni from Chitral.
3. Office accommodation would be provided by the DC for the SOU and also residential accommodation for Mr. Ghulam Habib, SO.
4. One of the District pool jeeps would be made available for use by the SOU, repairs and POL expenditure for the jeep will be met by AKRSP.
5. Survey equipment available at now defunct Drosh IRDP Centre, would be given temporarily on loan to the SOU for survey purposes.

Due to inclement weather, the projected visit to Buni, Mastuj and Lasht had to be canceled and so also the return plans to Gilgit on the afternoon on 4.5.1983. On the morning of the 5th, the group returned to Gilgit via Shandur Pass and the Malakand Divisional officials proceeded onwards to Saidu Sharif. As on the last visit the cooperation and hospitality extended by Commissioner,Malakand Division and the officials of District Council Chitral was overwhelming.

5. Village cooperative; First principle, you will get the milk if you feed the cow.
6. Missing piece at the beginning of the NFR. Why was AKRSP invited to Chitral? who extended the invitation?

NOTE FOR THE RECORD

Subject: Meeting of AKRSP Management Group with District Councilors of Gilgit.

Date, time and venue: January 10, 1983, 0930 - 1030 hours
District Council Offices

Participants:

1. Mr. Latif Hasan, Chairman, District Council
2. Mr. Sardar Hussain, SDM, Punyal - Ishkoman
3. Mr. Shoaib Sultan Khan, General Manager, AKRSP
4. Mr. Feroz Shah, Programme Training Specialists, AKRSP
5. Mr. Ali Dad, Programme Office Manager, AKRSP
6. Mr. Mutabiat Shah, Programme Accountant, AKRSP
7. Mr. Tariq Husain, Programme Economist, AKRSP
8. 25 Chairmen of Union Councils, Gilgit District.

The General Manager thanked the Councilors for inviting the AKRSP Management Group to meet with the District's elected representatives. He emphasised that *AKRSP was a non-communal development agency that will complement and supplement the activities of government departments and other development agencies working in the Northern Areas.* The particular focus of AKRSP is on income-generating projects that benefit a wide range of the rural population.[7]

The General Manager noted that AKRSP's approach to rural development was the same that had succeeded in Germany (150 years ago) and Japan (50 years). In particular, it is the belief and experience of AKRSP Management that:

i) The problems that are specific to a village can best be identified by village residents themselves.
ii) The solutions to these problems can also be outlined by the villagers.
iii) Schemes and projects that help solve the problems of a village can be implemented by the villagers if technical, financial and training assistance is provided by an outside agency.

With this background, the General Manager described the role of AKRSP as a partner in development, where *the partnership is to be between AKRSP and the villagers.* The terms of this partnership are as follows:

i) Villagers have to identify such projects as would help increase the incomes of most households in the village.
ii) AKRSP technical staff will prepare the plans and cost estimates of projects in consultation with villagers.
iii) Villagers have to form an organisation of all the beneficiaries of the project. The organisation has to undertake to implement, manage and maintain the project.

The General Manager informed the Councilors that AKRSP Management had so far identified projects in 28 villages in the District. Preparation of blueprints is now underway.

The Chairman, District Council, expressed his deep appreciation of the development activities that are being sponsored by His Highness The Aga Khan in Gilgit. He wished to thank His Highness for sending such experienced experts to this area. The Chairman expressed complete agreement with the objectives of AKRSP and assured AKRSP Management of the fullest cooperation of the District Council. With reference to the need for collective action in solving the problems of rural people, the Chairman maintained that *no nation could develop on the hard work of a single individual, nor is development the blueprints of an engineer.*

The chairman requested AKRSP Management to keep in close contact with the District Council, the General Manager promised to do so.

7. On the road to development, you have to walk on two legs- the government and the Support Organizations.

NOTE FOR THE RECORD

Subject: BRIEFING ON AKRSP

Date, time and venue: February 5, 1983 - 12.00 Noon
AKRSP Office, Gilgit.

Participants:

1. Mr. Jamil Haider Shah, Commissioner, Northern Areas
2. Brig. Anwar Muniruddin, DMLA
3. Mr. Zahoor A. Malik, Additional Commissioner (Dev)
4. Lt. Col. Muzaffar Iqbal Tarar, ADMS
5. Mr. Badrul Islam, Deputy Commissioner, Gilgit
6. Members of the Management Group AKRSP
7. Mr. Shoaib Sultan Khan, General Manager, AKRSP

This was the first visit of the officials of the Northern Areas Administration to The Aga Khan Rural Support Programme (AKRSP) office at Babar Road, Gilgit.[8]

The GM in his presentation with the aid of slides and overhead projector explained the organisation of AKRSP, the AKRSP Programming Cycle and reviewed the progress up-to-date. *The Additional Commissioner (Development) pointed out that as compared to Northern Areas Works Organisation (NAWO) whose cost of provision of irrigation water to undeveloped land comes to Rs. 400/- per kanal, the AKRSP expenditure is only Rs. 38.15.* The Commissioner was of the view that this was something incredible and if true, fantastic. It was explained that the pay-off of local level schemes identified and implemented by villagers, the world over, is very beneficial compared to big projects executed through contractors. The Additional Commissioner (Development) fully supported this contention.

The Additional Commissioner (Development) expressed reservations about the projected credit programme envisaged by AKRSP which entails disqualification of the whole organisation for future credit in case of default by even one member of the organisation. He also sought clarification about the purpose of savings which to his mind would be insufficient to serve as collateral for the loans to be given to the organisation. It was explained that savings are an important pre-requisite for loans. In the beginning the equity capital particularly from savings would be small but once through weekly savings the group is disciplined towards the habit of thrift, the amount of savings is likely to be increased giving the organisation enough capital to qualify for substantial loans from central banks. A lively discussion took place on feasibility of all the members of the organisation meeting once a week. The Additional Commissioner (Development) observed that in contrast to the practice of the past, the villagers were now not prepared to do collective work and were more individualistic in their approach. It was agreed that at present there was anarchy in the villages and the institutions such as the Kings, the Mirs, the Rajas and the Landlords who forced collective action have now been replaced by a benign government and the result is lack of unity and collective action. *Since it is not possible, neither it is desirable, to reinstate the old institutions there is need to create a new institution to fill the vacuum to ensure discipline and joint action by the small farmers.* AKRSP is aiming at achieving this through the village organisations.[9]

The Additional Commissioner (Development) reiterated that in case of credit the revolving fund should be used to give credit to individuals and in case of default it is only individuals who should be penalised. He also quoted the excellent rate of recovery of the agricultural loans in Northern Areas. He conceded that currently the number of people taking these loans was very small. It was pointed out that since AKRSP plans to reach 24,000 farmers in Gilgit District, it would be more feasible and viable to do so through village organisations which may number at the most 200. Besides the basis of AKRSP approach is community involvement, community responsibility and community sanctions. It was, therefore, necessary for AKRSP to go through the organisations as this was the only collateral available to AKRSP, in case of loans. As regards individuals there are already commercial and public banks available to cater to their needs. The Additional Commissioner (Development) was of the view that there were not enough banks in the Northern Areas. The Commissioner observed that the AKRSP approach appears to be different from what the government approach has been in this regard and it would be worthwhile to try and see how far successful it proves.

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8. It is not money but management that matters the most.
9. Sup Org Linchpin of the new management system.

The Commissioner enquired about the difference between the AKRSP organised village organisations and the cooperatives organised by Cooperatives Department. It was explained that although cooperative movement was initiated by the British on the model of Raiffesen's cooperatives in Germany but in implementation, the cooperatives became dominated by executive committees of the Cooperative Societies. Additionally the Cooperative Department became more oriented towards audit and inspection instead of development. The community cohesiveness preached by Raiffesen was totally lost. It is for this reason that AKRSP is impressing upon the villagers the need for general body meeting of the organisation every week. The Commissioner observed that this means that AKRSP cooperatives would be more akin to Raiffesen's cooperatives. It was pointed out that this was so.

The DMLA enquired about the *terms of partnership between AKRSP and the village organisations.* These were explained as:

1. The willingness of the villagers to identify projects/needs which would benefit the majority of the residents in terms of increased incomes.
2. The acceptance by village organisations of the responsibilities to implement and execute the project; and
3. After execution to accept responsibility for maintenance of the works.

In case of acceptance of the above three conditions, the AKRSP would provide technical, training and financial assistance to the village organisation.

The Deputy Commissioner wanted to know the difference in the Comilla approach and what was being done by AKRSP. It was explained that as regards the development strategy, there was no difference except to the extent that lessons learnt at Comilla were being made use of. Besides unlike Comilla where the number of landless increased due to the pressure of population by the time Comilla had achieved its initial objectives of making a small land owner highly productive. In case of Northern Areas, the percentage of landless was not as acute. Whereas in case of Comilla by the seventies, there was need to revamp the programme for meeting the needs of the landless, because Comilla never claimed that it would directly benefit the landless although its works programme component did benefit them indirectly. The happenings of the seventies prevented further development of the model.

The Deputy Commissioner also enquired about the feasibility of starting work in all the villages which have so far been covered by the Management Group in terms of the first dialogue. It was pointed out that the intention was to initiate work in each and every village provided the terms of partnership were acceptable to the village organisations. The phasing of the implementation plan on quarterly basis was also explained.

After the presentation and discussion, a video film entitled *"The Missing Link"* on the Mahaweli Project in Sri Lanka was shown which was followed by lunch at Chinar Inn.

At lunch everyone complimented the Management Team at the progress made so far. The Additional Commissioner (Development) considered the presentation excellent and the Commissioner commended the speed at which work was being done. The Deputy Commissioner felt inspired and the DMLA and Col. Tarar expressed similar reaction.

c.c. The Executive Officer
The Aga Khan Foundation (P), Karachi.
The Direction Special Programmes,
The Aga Khan Foundation, Geneva.
Members of the Management Group.

February 1, 1984

NOTE FOR THE RECORD

Subject: Chitral visit - Discussions with Malakand Administration and Third Dialogues at Buni.

The MG (SSK & HWK) accompanied with Mayor and Mayoress of Walthom Forest and Commissioner Northern Areas took off from Gilgit airport at 1400 hours and an hour and half later landed at Saidu Airport where it was received by the Commissioner, Malakand Division and Deputy Commissioner, Swat. After half an hours discussion with the Commissioner, Malakand Division, the MG headed towards Chitral. In the evening the Deputy Commissioner, Chitral, Assistant Commissioners Chitral and Buni called on the General Manager.

As per directions of the Board of Directors in its meeting on November 17, 1984, GM AKRSP tried to assess the attitude of the Governor NWFP towards AKRSP during his visit to Chitral in October 1984. According to the Commissioner and the Deputy Commissioner, the Governor carried very positive impression of AKRSP from his Chitral tour. In the meeting with Councillors, GM was informed, no complaint was made against AKRSP although there was a general tirade against all other departments.[10] *Only Mr. Yaft Ali, an Ismaili Councillor from upper Chitral made a suggestion to the Governor to take over AKRSP funds under government control,* who was suitably snubbed by Governor being asked to sit down. The Chairman, District Council and some other Councillors praised AKRSP's effort in the Governor's meeting. One of the members requested additional funding for the Mastuj channel for extending it beyond six miles constructed with AKRSP assistance. The Governor remonstrated to their demand of Rs. 300,000 for additional 2 miles, when he compared the grant received by them from AKRSP but finally gave in to their request. According to the DG, the Governor had made plans to revisit Chitral in March to see AKRSP projects.

The sectarian situation in Chitral seems to have greatly improved - thanks to the efforts of Social Organiser Sartaj Khan in collaboration with the DC (who happens to be from his area) and the Chairman, District Council. HWK was able to undertake no less than 18 third dialogues in the Chitral sub-division thus bringing the total number of PPIs to 48 in the area with 12 additional VOs ready to accept the terms of partnership. In upper Chitral the total number of VOs is 45 and 24 PPIs are either under execution or have been completed. Their cumulative savings amount to Rs. 260,090 and Rs. 485,436 respectively. Out of the total production loan amount of Rs. 142,879 = Rs. 120,887 has been recovered and except from Arandu Lasht (Rs. 12,520) the balance outstanding (Rs. 9,472) is expected to be recovered, as soon as, communications improve.

The new Superintendent of Police, Chitral Mr. Safdar Zaman met the GM at the helipad and informed him that he had served as SHO in Kohat district in 1964 while the GM was Deputy Commissioner there. The GM was greatly touched by his gesture.

On February 2, after a very cold night at Chitral, the MG picked up SOU Buni at 1000 hours from Buni and landed at Sarghuz with 72 households and 52 members, of which no more than 20-25 were present. The organisation was formed in January 1984 and has accumulated Rs. 4,000 as savings. it is said to meet regularly on Fridays.

It was bitterly cold and unrelenting strong gusts of wind made hands numb even with gloves on. Although there was snow all around but not much in this village. President and Manager Bahadur Jan and Gul Murad articulated the VOs priority project of protective bunds. *One Nadir Ali and his son vehemently protested against the construction of bunds on their lands. On a suggestion to VO to give it in writing to the protectors that the bund would not be constructed on their land, Farasat Khan, Headmaster taking the lead vehemently refused to do any such thing. The MG had no choice but to abort the dialogue and refer the matter to SO and AC Buni.*

There were over 100/150 persons present at Chung to greet the MG. The VO has 106 members representing 86 households. President Zarmast Khan, Manager Ghulam Mustafa and Model Farmer Sher Khan informed the MG about the formation of the organisation in February 1984 and accumulation of Rs. 14,750 as its equity capital. The VO is said to hold its regular meetings on Fridays. The Village Supervisor Akbar Ali (Manager of VO Chappali) verified the statements. The VO confirmed protective bunds measuring 950 feet made of stones and wooden batons as its main priority. A cheque for Rs. 19,297 as the first instalment of the total cost of Rs. 77,179 was handed over to the President of the Organization as desired by the members and after each one of them had signed the AKRSP Terms of Partnership.

Immediately after the handing over of the cheque by HWK, an application was thrust under the nose of the GM with the applicant shouting at GM that he would personally be responsible for the loss of property and lives caused by the construction of the bunds. On a query as to why did he remain a silent spectator and only chose to raise the issue once the dialogue had concluded. His reply was that he had already given an application to the SO six months ago. In the meanwhile tempers started rising and some people started beating and dragging the protestor dubbing him as a mischief-maker. Another fracas developed in another corner. The whole scene appeared serious and ludicrous. HWK tried to save the protestor from being lynched while I attended to

10. It is a zig zag path.

the faction in the other corner. Thanks to MG's good luck the whole thing subsided otherwise at one time it appeared to develop a free for all brawl and SSK and HWK could possibly have received a few blows - one would like to believe unintended.[11] *SSK made it very clear to the office bearers of the VO that unless they allay the apprehensions of the protestor and obtain his agreement in writing to this effect, work on protective bunds would not commence and SO Buni would ensure its implementation.*

Syed Afsar Ali Shah, President and Akhter Hasan Shah Manager of the Churu VO which has 26 members representing 31 households and was formed in January 1985 and has since accumulated Rs. 1,300 as savings, requested for a protective bund for their village. As the number of members present was no more than 10/15 and also there was some dispute about the survey carried out by the Sub-engineer, MG therefore, decided to postpone the dialogue to a later date after a resurvey and lapse of insufficient time to adjudge viability of the organisation.

The flight to the next village was through a snow covered valley from head to foot. The deep blue of the river meandering under the snow was visible only occasionally. Nearly 40/50 persons from VO Khuz Payeen braving the intense cold at the elevation of 8,000 feet greeted the MG. Amanullah Khan President and Ghazi Beg, Manager informed that the organisation was formed in February 1984 and has 44 members representing all the 44 households of the village. The savings amount to Rs. 3,344 and meetings are held on Fridays. The VO had identified an irrigation channel as its priority project. On a query from the Union Council member Rahim Hasan, it transpired that a reservoir was more useful and feasible for the VO. On the proposition being put to vote the UC member appeared to be in a hopeless minority. Almost everyone favoured the channel. HWK explained the different components of the estimates:

-	Length	1,600 feet
-	Cost of explosives	37,040
-	Implements	5,656
-	Labour	33,950
	Total:	**76,286**

On acceptance of the terms of partnership in writing by all the members and on their suggestion, the first instalment of Rs. 19,071 was handed over to the President of the VO. Work is likely to commence in March. The UC member assured of his support despite his initial reservations.

The snow blanket became more dense as the helicopter flew deeper in the valley to Marthing. The MG traversed through one foot of snow to the newly constructed school building where 101 households of the VO greeted the MG in full force headed by the President Shah Mir Jahan Baz. The Manager Zar Murad appeared later. The Member UC who is also Vice Chairman of the UC also participated. The reorganised VO came into existence in January 1985 and has accumulated Rs. 918 as savings in three meetings. Rs. 8,000 of the defunct VO remain to be appropriated between the current members and the members who have withdrawn because they belonged to village outside Marthing. The reasons of the break-up of the earlier organisation were the failure of the VO to get water rights from another village for their original proposal of an irrigation channel likely to irrigate 4000 chakurame of land. The proposed new channel is undisputed although it would irrigate only 2000 chakurams benefitting all the households. HWK gave the details of the cost estimates:

-	Length	4,400 feet
-	Cost of explosives	Rs. 39,563
-	Implements	Rs. 6,167
-	Labour	Rs. 40.,035
	Total:	**Rs. 85,765**

On acceptance of the terms of partnership in writing, the first instalment of Rs. 21,441 representing 1/4th of the total cost, was handed over to the Manager by HWK as desired by the members.

Some members of village Phashk led by their President Juma Khan also desired for the third dialogue. Manager Farman jaffer Khan was absent. The VO was said to have been organised in April 1984 with 40 members (out of 67 households) and had accumulated Rs. 5,243 as savings. Since there were hardly 20 members of the VO present, the MG promised to visit the village at a later date to hold the third dialogue.

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11. Community has to resolve internal differences to qualify for support.

The return journey to Buni took less than half an hour and it was a welcome change to land on the snow covered polograound instead of raising clouds of dust the helicopter succeeded in raising a beautiful spray of powdery snow. On the Buni-Mastuj lake, the right side was covered with snow but the left side was naked. The Mastuj channel appeared like a long white ribbon. The Shandur lakes were green solid but a handful of yaks were seen grazing. God knows what they could find in that bleak and desolate place. After a brief stop-over at Phander overlooking the frozen lake, the helicopter headed towards Gilgit. Snow left us beyond Shamaran. The Khalti lake, was however, frozen solid and men and animals were seen crossing it. HWK showed me the Sharot and Hanzel channels under construction. I had held third dialogues in November. It was amazing to see so much progress achieved since then despite the winter. We waved to the people working on the channels who waved back with obvious glee. The Skarkoi channel was fully functional in sharp contrast to the old channel which was bone dry.

The helicopter landed at the Gilgit airport at 1500 hours.

May 14, 1984

NOTE FOR THE RECORD

Subject: AKRSP CHITRAL PROGRAMME

Participants:
- Mr. U.A.G. Issani, Chief Secretary, NWFP
- Mr. Shoaib Sultan Khan, GM AKRSP

As desired by the Chief Secretary (CS) through a telephonic call to the GM a few days earlier, the meeting took place at Peshawar.

The CS enquired about the progress of the programme in Chitral and wanted to know if any problems were being encountered in this connection.

The GM briefly recounted the initiation of the programme in the entire district of Chitral at the request of the local administration and the Provincial Government including the district council and union council Members and Chairmen. He referred to his meetings with the concerned agencies and the unanimous support pledged for the programme by all concerned including the then Chairman of the District Council.

However, with the change brought about by local council elections in the chairmanship of the District Council, an opposition to the programme started surfacing in Drosh area which subsequently took the shape of non-cooperation with AKRSP in some of the villages. Currently AKRSP was actively involved in 56 villages and had plans to extend to another 68 villages where surveys had been completed.

In view of the reluctance of some villages and pressure being brought about by vested interests in shape of booklets and leaflets besides verbal exhortations against cooperation with AKRSP, the GM informed the CS about AKRSP's methodology of partnership based on acceptance of obligations by villagers and in the alternative AKRSP's policy not to initiate developmental activities. The CS enquired if this would mean diversion of resources meant for Chitral to other areas. The GM did not rule out this possibility especially in view of the Northern Areas Administration's pressure on AKRSP to extend its activities to the district of Baltistan.

The CS urged continuance of the programme in Chitral villages where AKRSP's terms of partnership are acceptable and passing on development plans prepared by AKRSP of areas reluctant to cooperate, to the local union and district councils for implementing the projects from their own resources.

The GM agreed to do so but reiterated that AKRSP would initiate developmental projects and continue the programme only in those villages which fully abide by AKRSP's terms of partnership. *The CS appreciated the AKRSP stand in this regard and offered the Administration's fullest cooperation in creating an environment conducive to developmental efforts by AKRSP in the district of Chitral. The GM cautioned against any punitive action for foisting AKRSP on any village or area.*

The GM also met Secretaries Planning (Mr. Ejaz Rahim), Education (Mr. Azam Khan) and Finance (Mr. Tayyab).

The CS also had afternoon tea with the GM.

May 19, 1984

NOTE FOR THE RECORD

Subject: EXTENSION OF AKRSP ACTIVITIES TO BALTISTAN

Participants
- Mr. Faiz Mohammad Naushad, Chairman, District Council Skardu
- Mr. Mohammad Akbar Khan
- Mr. Shoaib Sultan Khan, GM

The Chairman, District Council made a strong plea for the extension of the programme to his district and provided the following data:

-	No. of Sub-divisions	5		
	Namely:	Skardu (municipal population)		11,700
		Rural		40,000
		Kharnin	38,000	
		Khaplu	74,000	
		Shigar	33,000	
		Randu	25,000	
		Gultari	8,000	
-	No. of district council members		12	
-	No. of union councils		42	

The GM explained the position taken by the Board of Directors in this regard and enquired from the Chairman, the possibility of provision of district council funds for implementation of PPI in case AKRSP was in a position to provide the technical and organisational support for preparation of union plans. The Chairman favourably responding to the suggestion agreed to convene a meeting of the members of the district council, along with Chairman of Union Councils, if possible, after Eid to enable the Management Group of the AKRSP to have a discussion with the District Council on the subject with a view to evolving a workable plan.[12]

The visit of the Chairman was followed by a visit of representatives from Kwardu and Kachura areas of Skardu on 26.5.1984 requesting for extension of AKRSP to their areas. They were informed of the discussions with Chairman, District Council in this regard.

12. Reciprocity at work again here.

NOTE FOR THE RECORD

Subject: Meeting with religious and political leaders and officials of Baltistan district.

Date, time and venue: November 11, 1984 ..... 1300 hours
Commissioner's residency, Skardu.

Participants:

- Sheikh Ghulam Mohammad Allama, President Shia Conference and acknowledged religious leader of Baltistan.
- Sheikh Mohammad Hassan Jaffery, Second most important religious leader of Baltistan.
- Wazir Ghulam Abbas, Most Prominent Shia religious leader of Gilgit.
- Agha Ahmed Ali Shah, Member, NAs Council, Skardu.
- Agha Mohammad Ali Shah, Member, NAs Kharmang, Baltistan.
- Haji Fida Mohammad Nashad, Chairman, District Council, Baltistan.
- Raja Abdullah Khan, District Councillor, Rondu, Baltistan.
- Mr. Mohammad Raza, Chairman, Union Council, Hussainabad.
- Mr. Mohammad Jan, Chairman, Union Council Mendi (Baltistan).
- Mr. Gul Afshan, Assistant Commissioner, Skardu (representing the Deputy Commissioner who was on leave).
- Raja Saadat Wali Khan, Deputy Director, LB&RD, Northern Areas.
- Syed Yasin Shah, Assistant Director, LB&RD, Baltistan.
- Mr. Mohammad Yousuf, Project Manager, LB&RD, Skardu.
- Mr. Hussain Wali Khan, PSE, AKRSP.
- Mr. Shoaib Sultan Khan, GM, AKRSP.

Guests:

- Mr. Salim Vali Mohamed, Chairman, AKF(USA).
- Mr. Iqbal Noorali, Administrator, AKF(USA).

The GM AKRSP recalled his meeting with the members of the Northern Areas Council and the Chairmen, District Councils at Gilgit and the request made by the elected representatives of Baltistan district to the GM to request His Highness, on their behalf, to extend AKRSP to Baltistan. The GM informed the gathering that he has since received His Highness' reaction on the request. *His Highness has expressed a strong desire to build bridges to other communities in the Northern Areas. However, in his view if the extension of AKRSP to Baltistan was to be successful, public knowledge should be built up that AKRSP had been invited by the people, the local councilors and the Northern Areas Administration to work in Baltistan.* It was important not to have an impression created that AKRSP is seeking to push into Baltistan on its own initiative. The local leaders must take responsibility for ensuring that the programme proceeds smoothly. It was in this context, the GM informed the participants of the meeting, that he had invited the religious and political leaders to ascertain their views and wishes.

Allama Sheikh Ghulam Mohammad stated that all the religious leaders of Baltistan are in favour of development programmes which aim at improving the condition of the people of the area and alleviate poverty. They are indeed thankful to His Highness for initiating a development programme with these objectives. They only oppose programmes which negate Islamic values and spoil the morals of the people. They are always in favour of programmes like AKRSP and gave assurance of fullest cooperation with it. Although, he said, he was not well-conversant with the methodology and terms of partnership of AKRSP but in this regard he would respect the judgement of the elected representatives, who have strongly commended the programme to him.

The GM thanked the Allama for his support and briefly explained the strategy of AKRSP based on principles of organisation and collective management, generation of capital by village organisations and acquisition of human skills by village specialists, selected by the organisation.

All the others present voiced their full support and cooperation in ensuring that the programme proceeds smoothly, the union council and the district council has already passed a resolution reappropriating LB&RD funds for pooling it with AKRSP resources for implementation of the two union plans.

Agha Mohammad Ali Shah, Member Northern Areas Council expressed thanks to the GM and his Team and assured maximum cooperation and collaboration on behalf of the religious and political leaders of the district, with the Programme in the district of Baltistan.

The GM thanked the participants for their having taken the trouble to attend the meeting at such a short notice.

c.c. The Commissioner, Northern Areas
The Deputy Commissioner, Baltistan District.
Management Group (by circulation)
Chairman, AKRSP Board of Directors, AKF Karachi.
Director of Special Programmes, AKF (Geneva)

May 6, 1984

NOTE FOR THE RECORD

Subject: EXTENSION OF AKRSP TO CHILAS (DIAMER) DISTRICT

Haji Jan Mohammad and Mahboob Ali Khan, Members, Northern Areas Council (NAC) from Astore sub-division of Diamer district saw the General Manager in his office and requested for extension of AKRSP to Astore Sub-division. The GM promised to put up their request before the Board of Directors of the AKRSP for consideration.

The two members were later on joined by Mr. Latif Hasan, Member NAC from Gilgit who also advocated extension of the 'Programme to Astore'.

An hour later, the GM was visited by Mr. Mir Jan, Member NAC from Darel-Tangir Sub-division, Diamer district and Qari Abdul Hakim former member (defeated candidate) NA Council from Astore, who advised against extension AKRSP to any place in the district of Diamer. On GM's explanation of the aims and objectives and non-communal nature of the programme, Mir Jan appreciated the position but expressed his total helplessness in view of the popular sentiment, fanned by religious elements, against extension of the programme in the district.

February 29, 1984

NOTE FOR THE RECORD

Participants:
- Mr. Shoaib Sultan Khan, General Manager
- Mr. Hussain Wali Khan, Prog. Sr. Engineer
- Mr. Tariq Husain, Prog. Economist
- Mr. Mutabiat Shah, Prog. Accountant
- Ms Khalida Nasir, Visiting Consultant
- Ms Maliha Husain, Programme Officer

PROCEEDINGS:

The GM requested an emergency Programme Planning Meeting to discuss with the Management Group the outcome of his meeting with the *Acting Commissioner, Mr. Zahoor A. Malik on the issue of land resettlement in the Northern Areas. This meeting had been necessitated by a letter of the Legal Adviser, Office of the Commissioner, Northern Areas, Gilgit to the GM. This letter (copy attached with GM's reply) specified that AKRSP should supply the following information regarding the irrigation schemes being sponsored by AKRSP:*

(i) A complete list of irrigation schemes;
(ii) The Hisa Rasidi shares of each member in the village in case of new land is being brought under cultivation by the channel; and
(iii) Desirability of starting work on a channel only after the individual ownership is determined.[13]

The GM had conveyed to the Commissioner that (i) would be no problem. AKRSP had a complete list of 79 irrigation channels which it had sponsored uptodate. The Commissioner seemed visibly surprised by this disclosure and enquired whether work on all these channels was in progress. The GM informed him that not only was work in progress but had, in certain cases, also been completed. As regards the second issue, AKRSP was in no position to ensure the settlement of land. Its Articles of Association specified its responsibility. Land settlement was an issue between the government and the people which normally takes upto ten years after the initiation of settlement operations. The only role which AKRSP could undertake in this regard, was to give whatever assistance it could.

The GM also explained to the Commissioner that land settlement was a time consuming exercise and if the people were asked to wait to complete its formalities, the programme of irrigation channels and land development would come to a standstill. In that case, the management would have no recourse but to go back to the federal government which had approved its Articles of Association. The Commissioner protested that harming AKRSP was not his intention at all. In order to demonstrate his sincerity he would rescind the orders. His only intention was to try and avoid subsequent problems with the revenue authorities such as had occurred in Shirote-Shikote. The GM replied that he was convinced that the Commissioner was interested in the development of the area but did not understand the purpose of all these conditions. The Commissioner responded that there would be a time when the development of new land could lead to distributional problems. The revenue authorities could in such cases, exploit the situation. If the Commissioner could get an application listing the total amount of new land (which would be developed by a channel) and its distribution among the villagers, then he would ensure its settlement to avoid future problems. In fact, the Commissioner undertook to process all cases submitted to him within the month of March 1984.

HWK interjected to state that this exercise would be time consuming and would entail making detailed village plans and demarcating the land and its distribution. TH felt that the difficulty would be in trying to specify how much land would go to each farmer in villages for which no plans were available. MS pointed out that the exercise seemed pointless since ownership of the present land owned by their fathers and forefathers had not even been regularised.

The GM assured the MG that their points were valid. AKRSP was only acting as a liaison between the government and the people and was in no position to get the ownership regularized. AKRSP would only offer assistance. The GM asked HWK to send the village plans of Passu and Jutal to the Commissioner's office. These were the only two plans which had been prepared so for.

The GM also took this opportunity to inform the MG that the Chief Secretary, Government of NWFP by phone today had desired a meeting with him. The GM was planning to visit Peshawar for the purpose shortly after the Monthly Review Workshop scheduled on March 5, 1984.

13. A closed mind snatches problems from the jaws of solutions.

September 2, 1984

NOTE FOR THE RECORD

Subject: PRESENTATION ON AKRSP TO MEMBERS OF NORTHERN AREAS COUNCIL

Participants:

1.	Wazir Ghulam Mehdi	Member, Federal Council
2.	Wazir Mohammad Aflatoon Khan	-do-
3.	Mr. Mohammad Jaffar	Member, NA Council
4.	Mr. Abdul Qudus Khan	-do-
5.	Syed Fazal Hassan	-do-
6.	Pir Karam Ali Shah	-do-
7.	Agha Syed Ahmad Ali Shah	-do-
8.	Agha Syed Mohammad Ali Shah	-do-
9.	Haji Mohammad Hussain	-do-
10.	Mr. Mehboob Ali Khan	-do-
11.	Mr. Mohammad Jamil	-do-
12.	Haji Jan Mohammad	-do-
13.	Mr. Mohammad Latif Hasan	-do-
14.	Haji Inayat Khan	Chairman, Distt. Council Diamer
15.	Mr. F.M. Naushad	Chairman, Distt. Council Balt.
16.	Mr. Shoaib Sultan Khan, GM AKRSP and Management Group	

The presentation was arranged at the behest of the Commissioner, Northern Areas.

The Councillors viewed the "Valleys in Transition" and the GM AKRSP updated the information given int he film pertaining to formation of village organisations, identification, implementation and completion of PPIs, credit and banking, training and extension, marketing etc., with the help of transparencies on the overhead projector.

The Councillors greatly appreciated the programme and its achievements in the short period of twenty months and unanimously, without any reservation, endorsed the objectives, methodology and modus operandi of the programme.

The Councillors promised to make as much government resources available for the programme as feasible. in view of the finalisation of the ADP for the current year and the fact that much of the funds are for ongoing schemes (Rs. 190 million out of Rs. 200 million) the NA Councillors saw little prospect of sizeable funds becoming available for the programme this year. However, they undertook to do their utmost to make funds available next year. In the current year, the Chairman District Council could help from the funds allocated to the Union Councils. The two Chairmen present expressed the view that at this late stage, after the funds have already been allocated against projects to Union Councils, they were only in a position to make funds available in thousands but not in lacs or millions that the programme may require to initiate activities in the district of Baltistan and sub-division of Astore.[14]

The Councillors entreated the GM AKRSP to submit on their behalf to His Highness to make some funds available to the programme to start activities in Baltistan and Astore as he had graciously done in case of Gilgit and Chitral. The people of the area and the Councillors would thereafter ensure that the funds required to continue the programme, are obtained from the next year. This request, they said, they were making to dispel the impression in these areas that the Aga Khan Rural Support Programme is exclusively for predominantly Ismaili areas.

14. Entrepreneurial mind-using political office for public service.

February 17, 1985

NOTE FOR THE RECORD

Subject: Banking facilities, production loan and overdraft facilities by Habib Bank Limited.

Participants:

- Mr. Kassim Parekh, President, Habib Bank Limited
- Agha Fasihuddin, Member, HBL Board of Directors
- Mr. Ramzan Merchant, Chairman, AKRSP BOD
- Mr. Shoaib Sultan Khan, GM AKRSP.

The Chairman apprised the President, HBL about the difficulties AKRSP was facing in getting the production loan funds or overdraft facilities. the GM explained that despite clear understanding given to AKRSP of availability of production loan funds upto Rs.8 million, not a single rupee has been made available since the beginning of the year. Despite an amount of Rs. 5 million lying in the Gilgit Branch of Habib Bank Limited as savings of the VOs and an annual turn-over of over Rs.25 million of project funds in AKRSP account with HBL, no overdraft facility was being allowed when needed to meet AKRSP's urgent obligations to the VOs.

President HBL enquired about the procedural requirements in giving production loans to VOs and Agha Fasihuddin confirmed that in accordance with the instructions of the Banking Council, VOs are entitled to receive production loans.[15]

The President HBL instructed the Member to allow AKRSP production loan funds upto Rs.4 million and also an overdraft facility for Rs. 1 million on their project accounts, as soon as requests to this effect are received from GM AKRSP by the Zonal Chief, HBL Gilgit.

15. Business Mind-finding solutions is good business.

October 3, 1985

NOTE FOR THE RECORD

Subject: Land Development Loan

Participants:
- Mr. Jamil Nishtar, President ADBP
- Mr. Shoaib Sultan Khan, GM AKRSP

SSK briefly explained the progress of AKRSP since Mr. Nishtar's visit to Northern Areas in 1983, which he greatly appreciated. He was also greatly impressed at the disbursement and recovery rate of the production loans.

On SSK's requested for channelling ADBP land development loans through the AKRSP fostered VOs, *Mr. Nishtar was sceptical about the success of collective effort and stated the Bank policy to be geared to the individual instead of groups. However, he agreed to give a trial in the Northern Areas and advance land development loans to the representative of the group, duly recommended by AKRSP. He did not enquire any surety from the AKRSP nor from the VO except the usual personal securities. He also offered to give only one loan in a village and not to entertain any other loan application.*[16]

He desired SSK to write a letter to him for issuance of land development loans and he would issue necessary instructions to the new established regional office in Gilgit to take appropriate action.

Mr. Nishtar also promised to pay a visit soon along with Mr. Sartaj Aziz, at a convenient date.

16. Open mind-experimentation for validation.

NOTE FOR THE RECORD

Subject: GM's meeting with NWFP officials

June 19, 1985:

The GM met the new Chief Secretary of the NWFP, Sahibzada Imtiaz Ahmad, who had in May visited Gilgit in his capacity as Additional Chief Secretary, Planning & Development.

The Chief Secretary discussed the progress of the programme with special reference to Chitral. The GM updated him on the progress and as desired by him in Gilgit, presented him with enlarged pictures of the Mastuj and Bombagh channels.

The Chief Secretary discussed the strategy of development being worked out in consultation with the newly elected members of the Provincial Assembly and *expressed dismay at the attempts to centralise expenditure of development funds. The GM apprised him of the development in the Northern Areas in this connection and suggested a visit by some MPAs from NWFP to have discussions and exchange of ideas with their NAs counterparts.*[17]

The Chief Secretary promised to visit Chitral to see AKRSP projects in July.

June 21, 1985

The GM called on (1)Mr. Saeedullah Jan, Secretary, S&GAD and Mr. Dost mohammad Wazir, Secretary, LG&RD Department, Government of NWFP and discussed with them the *deputation cases of M/S Sartaj Khan and Ikramullah Jan*. Although both the Secretaries have agreed to the deputation of the two officials to AKRSP but since *it involves relaxation of the normal rules, the matter has been referred to Finance Department who have still to give their ruling.* Both the Secretaries promised to expedite the matter.

17. Seeing is believing-a key pillar of advocacy.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

Subject: MEETING OF GENERAL MANAGER (GM) AKRSP WITH OFFICIALS OF MINISTRY OF KASHMIR & NORTHERN AREAS AFFAIRS AND ECONOMIC AFFAIRS DIVISION.

Date: January 27, 1985.

Time & venue: 1100 hours ... Office of the Secretary, Ministry of Northern Affairs.

Participants:

Mr. Z.A. Temuri, Additional Secretary

Mr. Rehmat Ali Siddiqi, Joint Secretary.

The GM thanked the Secretary for recommending the proposal of the Northern Areas Administration to the Economic Affairs Division for Dutch assistance.

The Secretary brought to the notice of the GM a proposal received from Commissioner, Northern Areas requesting Ministry's concurrence to transfer construction of village irrigation channels from NAWO to AKRSP. The Secretary enquired about the implications of such an arrangement. The GM explained that a beginning has already been made by pooling LB&RD and AKRSP funds in implementation of a union plan in the Baltistan district. The acceptance of NAs Commissioner's proposal would in actual fact mean transfer of funds allocated for village irrigation channels from NAWO to LB&RD who would allocate funds to village organisations for undertaking implementation of irrigation channels in accordance with AKRSP methodology. AKRSP in return would ensure supervision, monitoring and maintenance of the project through the village organisation with the assistance of its technical staff.

The Secretary saw no objection in such an arrangement and observed that it was in fact within the competence of the Northern Areas Administration to adopt such a methodology. The Joint Secretary observed that a reply to this effect has already been sent to the Commissioner, Northern Areas.

Time & venue: 1230 hours ... Economic Affairs Division.

The Secretary General, EAD was abroad and is due to return in February 6. The Joint Secretary was also away. The GM called on:

1. Syed Osman Sher, Deputy Chief
2. Mr. A.H.K. Yousafzai, Assistant Chief
3. Mr. Faheem, Deputy Secretary (Phone No. 822417).

Mr. Faheem was of the view that EAD would have no objection to the Dutch grant to AKRSP if it is an additionality to their existing level of aid to Pakistan as they have done in the case of the Baluchistan Integrated Rural Development Project and a few other projects. The GM explained the background of the request and the interest taken by the Secretary General in the matter and his observation to support such funding if it does not constitute large grants and is within US$ 2/3 million. Mr. Faheem stated that the laid down policy of the Division was to entertain only additionality proposals, however the Secretary General was fully competent to make exceptions to the general rule. Mr. Faheem promised to deal with the proposal sympathetically and to inform GM before the submission of the case to Secretary General, EAD. He also undertook to check with Mr. Monstert of the Dutch Embassy if the grant to AKRSP would be an additionality.

c.c. Management Group (by circulation)
Chairman, AKRSP Board of Directors, AKF(P)
Director of Special Programmes, AKF (Geneva)

May 30, 1985

NOTE FOR THE RECORD

Subject: Visit to Shimshal

This was SSK's fifth visit but with a difference. Besides the Administrator, Northern Areas (formerly designated as Commissioner), Mr. Khalid M. Ahmad, the helicopter flew with Mir Ghazanfar Ali, Raja Bahadur Khan, Member NAC and Gilgit district council respectively and Chairman, UC to Shimshal. Unlike previous occasions, we had a firm offer to make to the Shimshalis on the issue of their link road to Passu - virtually their lifeline to the outside world.

When in early 1983, Bill Spoelberch had enquired at the instance of His Highness, if AKRSP could do anything to help build the Passu-Shimshal link road, SSK's reply had been negative. AKRSP could never hope to raise the resources to undertake the project. In less than 24 months, it was happening. Thanks to the initiative of the Administrator and the willingness of Mir Ghazanfar, the impossible had become possible.

But the credit really belongs to the villagers of Shimshal who refused to budge and tenaciously clung to their most dire need. They accepted AKRSP's call for organization and collective management, started a regular savings programme but politely refused to have anything to do with the increased productivity, prevention of losses, credit or marketing packages unless and until they were helped to construct the link road. In sheer desperation they started construction of the road from Shimshal side and with the help from Northern Areas Administration in terms of explosives, steel wires and grains, completed 14 miles of the road through the easier terrain. AKRSP had to bow down before such determination and unwavering resolve. The Engineering Section undertook the survey of the link road and once for all settled the controversy about the length of the road. it came out to be 30 miles unlike earlier guess estimates of 45 to 50 miles. The Administrator's visit on May 1, 1985 spurred HWK to prepare the PC-1 for the link road before the session of the NA Council scheduled on May 9. With NAWO estimation figures and a generous 15% ESR, the cost totalled upto Rs. 8 million. Surely the village organisation could do it in much less and it was with this hope that the group was going to Shimshal to have a dialogue with the villagers.

Nearly 100 persons of the 124 households greeted the group. Mir Ghazanfar spoke to them in a forthright and unambiguous manner. He told them that the NA Council with the consent of the District and Union Councillors was willing to help in construction of the link road provided the villagers are willing to do the work themselves and not through NAWO or contractors. The VO must undertake the responsibility to complete the project. AKRSP would provide them the technical support and advise them in getting compressor and explosives. All the councillors will also help and will also make Rs. 2 million, in addition to Rs. 1 million of AKRSP available to the VO for undertaking the project. He said this was being done because of His Highness' interest in the area and because of the initiative taken by the Administrator. He explained that this was a very large grant compared to the size and population of the village but he was doing so because he believed that the villagers can do it and none else can.

SSK followed Mir Ghazanfar by exhorting the villagers to consider the offer carefully and make no mistake about it. The villagers have to complete the link road in Rs. 30 lacs which in terms of their own work represents the cost of material and partial labour wages. It does not include the cost of their determination and resolve because no price could be put on these qualities. The average cost of AKRSP aided village projects in Gilgit district is only Rs.127,000 but the offer of a million rupee is being made in addition to 2 million rupees by the Councillors keeping in view the resolve of the villagers. SSK cautioned that they must not accept the offer in the hope that they would be able to get an increase in future. Under AKRSP methodology there are no revisions. The only allowance AKRSP is prepared to make, is not to insist on the VO accepting the responsibility for maintenance of the road.

They would be at liberty to approach government agencies in this behalf. SSK paid glowing tributes to Khalid M.Ahmad for taking the initiative in getting funds allocated for the road and also thanked Mir Ghazanfar and the Councillors responding to the needs of Shimshalis.

One of the villagers expressed some doubt about the capacity of the VO to undertake such a big project and especially underscored the difficulty in maintaining the road even if it was constructed. Mir Ghazanfar and the Administrator assured him of government help in maintenance.

The Administrator in his speech made a reference to his earlier visit and the deputations of Shimshalis who had been calling on him at Gilgit and seeking assistance to only material and food grains to undertake the construction of the link road, which he has been making them available even when he had to seek approval of the Ministry. He was, therefore, under the impression that the Shimshalis were prepared to construct the road with the barest assistance. He was consequently somewhat surprised at their reluctance to accept the offer of Rs. 3 million to construct the road. He warned them that if they did not avail of this offer, they will never get another chance and the funds would immediately be diverted to other areas and projects. He believed in their hardiness and determination to complete the work which would be a marvel to be shown to the outside world.

A work which outsiders had refused to do, being undertaken and successfully completed by villagers. He assured the villagers of Administration's fullest support.

After the Administrator's speech, the villagers unanimously expressed their resolve to undertake the construction of the road and assured its successful completion.

The group flew out of Shimshal, which was chilly and cold, promising to come back as soon as the VO had finalised its work plan for the construction of the road.

NOTE FOR THE RECORD

Cooperation

March 16, 1986

The helicopter was gone but the dialogue and visits planned had to be carried out. One of these missions entailed a visit to Baltistan on which depended a substantial degree of collaboration between AKRSP and Northern Areas Council members. Haji Mohammad Hussain, Member from Shigar had already made it known that his district and union councillors were sceptical of anything fruitful coming out of this collaboration. Under the circumstances, HWK, SMS and I decided that come what may we should not let down Haji Sahib and accordingly on March 16, afternoon we set off by jeep for Shigar. On the way at Baghicha, we were treated to the glorious sight of markhurs grazing up in the hill across the Indus. With the naked eye, they appeared like tufts of brown bushes fully camouflaged but with the aid of binoculars, one could appreciate the majesty of these nimble footed animals.

We took the short-cut from Kachura bridge to Shigar and repented having made this decision. It was a dangerous trail, a half completed road which only our expert precision drivers could negotiate. We finally made it to Shigar by 1900 hours and I was pleasantly surprised to find a well maintained and comfortable NA PWD Rest House.

March 17, 1986

The day began at 0730 hours and our first stop was Saldi and Kashinal villages where we successfully negotiated third dialogues, ably assisted by the member NA Council, Chairman District Council and local district and union councillors.

From Saldi we proceeded to Chutran having skirted round the Askuli valley - the gateway to K-2. Chutran is last but one village of the valley. Here also a third dialogue was scheduled which was successfully concluded. Chutran is also famous for its hot springs which provide naturally heated bathing water to the local population from the surrounding areas. We were told some people spend whole night in the hot water during winters. The district council has made concrete enclosures for men and women.

Our next village Gulapur had become inaccessible due to an avalanche on the jeep track. However when we reached the avalanche to cross it on foot, the villagers had already cut a path through the ice for the jeeps to get across. Three village organizations had gathered at Gulapur with whom third dialogues were held. Details of dialogues are being separately circulated by SMS.

We had by now circumvented the whole Shigar valley with the exception of its two extremities one leading to K-2 and the other to Arandu. Shigar is comparatively an open valley with substantial tracts of cultivable land and orchards - mainly apricots. The large thorny tracts in the bed of the Shigar river could be gainfully exploited for rearing wild fowl.

At 1730 hours the Shigar VO was awaiting our arrival and a dialogue was held with them which concluded late in the evening. The local district councillor had organized the VO and was also its president. All the three tiers of the councils represented their view points about AKRSP and resolved to make it a success in the area and assured us of their fullest cooperation. On this optimistic note, we concluded the day.

March 18, 1986

It had started snowing and the Shigar rest house presented a different picture from the previous day, when we left by jeep at 0730 hours for the Skardu airport with little prospect of getting a flight to Islamabad. It took us an hour to reach Skardu. It snowed throughout. After a futile visit to the airport, we took the Gilgit road. HWK estimated that I should be able to reach Bisham by 1800 hours and Abbottabad by 2030 hours. Instead of wasting another day in the waiting game for the PIA flight, I thought it prudent to push ahead to Islamabad, having bid goodbye to HWK and SMS at the KKH Skardu Road junction.

The KKH turned out to be in a terrible mess. Although this was my umpteenth trip on it, I had never found the KKH in such bad condition. It was literally an obstacles race against falling rock, landslides and mudflow beside falling water. I wasn't sure if the melting snow or the recent rains were responsible for this carnage. There were over 100 rock falls and landslides. At one point we made it just in time for the road to open after a closure of few hours. A few miles ahead a truck was sandwiched between two giant boulders, which had fallen on the KKH. After some precision maneuverability the truck was able to extricate itself and we took a sigh of relief. By 1800 hours we made it to Bisham as predicated by HWK and I complimented the driver on having made it in good time. But I said it a bit too soon, just on the outskirts of Bisham near the PTDC motel sign was on oven fresh landslide blocking the road. Very soon all the drivers ganged together and started preparing a passage through the

blockage. A suzuki tried to negotiate the blockade and failed. Mir Ahmad ventured with the jeep and I foolishly kept sitting on it. The jeep got on top of the rubble and its left wheels, the side on which I was sitting, were only a few inches away from the precipice.[18] I thanked my starts after reaching the safety of the other side of the KKH. When we crossed the Thakot bridge, I anticipated arrival in Islamabad by 2300 hours. Luck had something more in store and the inevitable happened. Just short of Batagram, a big mud flow completely blocked the road making it impassable. I wondered how JP Naz and Salim were able to negotiate the road three days earlier on the car and Nizar only a day earlier. Mir Ahmad waded across and negotiated a seat for me on a Datsun Pick-up upto Abbottabad - nearly a 100 km away. I sandwiched myself on the front seat with three others. Just before taking off Mir Ahmad brought out a wad of hundred rupee notes which he wanted me to carry for Naib Khan, the car driver. I knew carrying of cash so publically was inviting trouble and asked Mir Ahmad to bring the money himself next day. As the ancient Datsun started off, I knew I was in the dubious company of three pathans - most likely drug peddlers and I feared the worst on the way. However, in my not so chaste Pushto, I was able to put across to them who I was and since they said they came from Swat, I let them known some of the prominent people I knew there. I knew that gave me a safe conduct.

At Abbottabad having failed to make a contact with the Commissioner (Ejaz Rahim) or some other acquaintance, I hired a suzuki van to drive me down to Islamabad, reaching there by early hours of the morning. On reaching the destination, I calculated that in the preceding 60 hours, I had been on a jeep or suzuki for over 32 hours. I had developed a nasty cough and the next two days I spent in bed on doctor's advice to avoid a severe attach of bronchial pneumonia.[19]

March 21, 1986 (Friday)

Reached Karachi by PIA flight PAK-313.

March 22, 1986

Attended meeting of the Board of Directors.

In the afternoon held discussion with Mr. Shamsh Lakha and Mr. Amir Ali along with the Chairman about possible areas of activity for the newly set up Economic Review Committee (ERC) by His Highness.

Mr. Lakha requested for a two page write-up on the subject for the briefing of the ERC before its visit to Northern Areas in early April.

March 23, 1986

Reviewed the progress of the programme in detail with Dr. Akhter Hameed Khan, who regretted his inability to accompany me to Gilgit due to a nagging backache and promised to come after April 10, 1986.

Attended a luncheon meeting with the members of the Economic Planning Board, presided by Mr. Akbar Hashwani, at Holiday Inn. At Mr. Hashwani's behest, I apprised the members of AKRSP's upto date progress. It was agreed that areas of overlap would be eliminated and when a hard approach is being pursued, a soft approach will not be offered. Mr. Hashwani considered the discussion highly productive and useful. NzM also participated.

Returned to Islamabad by the evening flight.

18. surreal.
19. Your love for your work has always been on verge of madness i hope you don't mind me saying this. AKRSP would not have succeeded without this passion.

NOTE FOR RECORD*

Subject: Contribution of Rs. 500,000 to AKRSP from Northern Area Council (NAC) Member.

Agha Syed Mohammad Ali Shah, member NAC, from Kharmang sub-division of Baltistan district saw SSK at Gilgit on July 5 and especially requested for initiation of AKRSP in his sub-division on the lines of Shigar sub-division, where another member of the NAC had pooled resources with AKRSP to undertake PPIs.

Consequently the MG (SSK, HWK) along with DPO Baltistan and Nabeel Malik visited Tulti, Baghicha and Gasing in Kharmang sub-division on July 10, 1986.

Agha Syed Mohammad Ali Shah, who is also the most prominent religious leader of the area, in his speeches at Tulti and Baghicha thanked His Highness for initiating a development programme in the area to assault poverty. He observed that AKRSP was based on true Islamic principles and anyone who opposed AKRSP was in fact opposing Hazrat Ali because AKRSP is carrying out his principles of welfare and development. Citing example of Hazrat Ali, the member NAC exhorted the villagers to work hard and make their projects a success. He said that the message of organisation being given by AKRSP was really the function of the ulema who have neglected it. The ulema should be grateful to AKRSP for discharging their duties.

As a token of his commitment and support to AKRSP, Agha Syed Mohammad Ali Shah, handed over a cheque of Rs. 500,000 to AKRSP (through DPO Baltistan) in public, for PPIs in six VOs, from the funds placed at his disposal by NAC. He promised to continue with this collaboration and prayed for the success of this joint venture.[20]

*The detailed Note for Record of the dialogues is being issued by DPO Baltistan.

c.c. MG
Chairman, AKRSP, BOD Karachi
Director of Special Programme, AKF, Geneva
DPO Baltistan.

20. When you manage well, people trust you with their money.

September 13, 1987

NOTE FOR THE RECORD

Subject: Operation Raleigh

A group of 33 venturers, including some Pakistani but mostly foreigners arrived Aliabad (Hunza) on September 13, 1987 to start work on AKRSP sponsored Haiderabad (Hunza) link road. Three groups in roughly equal numbers are likely to work on the project for approximately a duration of three weeks each.

On July 18, 1987 a dialogue was held with the villagers and Operation Raleigh Venturers in which the work plan was drawn up. The venturers had already constructed about 500 feet of the road with the help of villagers in making retaining walls and breaking big stones. It was decided to form a committee with 2 representatives from each side to determine the number of skilled workers and other workers to be assigned every day for the work by the VO, to help venturers.

In the discussion one of the venturers questioned the priority given to the link road as against increased productivity of the crops. The VO Manager answered that the 40 households living in Haiderabad (Brongshal) were unable to market their produce effectively or to have an access to agricultural machinery for their field because of the lack of road. They already had access to inputs through AKRSP's credit programme to new cultural practices and crops and prevention of losses through the village specialists training programme. Another venturer enquired about the future of the area and as to what changes will come about in ecology environment through development interventions. A detailed discussion took place on the issues.

SSK along with MI conveyed the thanks of the villagers to the venturers for their assistance in the project and handed over the first instalment to the Manager of the Organization. The venturers are accompanied with a colonel from the Pakistan Army Corp of Engineers and by Col. Brownhead from Operation Raleigh.

May 6-8, 1987

NOTE FOR THE RECORD

Subject: Visit of Government of Pakistan Delegation to AKRSP.

The delegation comprised the following:

- Mr. K.S. Mujahid Baluch, Minister for Local Government and Rural Development, Government of Sind.
- Mr. Safdar Hussain Kazmi, Federal Secretary, Ministry of Local Government and Rural Development.
- Mr. Manzurul Hasan, Additional Chief Secretary, Government of Sind.
- Mr. Mahmud Khan, Secretary, Local Government and Rural Development, Government of NWFP.
- Mr. Abdul Rashid, Additional Secretary, Local Government and Rural Development Department, Government of Punjab.
- Mr. Samin Jan Babar, Joint Secretary, Ministry of Local Government and Rural Development.

The Federal Minister Mr. Anwar Aziz could not accompany the delegation on the first day due to a cabinet meeting and on the following day his flight turned back from midway due to bad weather.

The programme followed by the delegation is attached. Fortunately Dr. Akhter Hameed Khan was also visiting Gilgit and the delegation members got an opportunity to have an exchange of views with him.

It was brought home to the delegation that the VOs are an effective outreach for the Union Councils (UC) because UCs are incapable of organizing economic production. The VOs supplement and do not replace UCs. *It was also clarified that VOs cannot be created by merely passing a law unless they are nurtured and fostered by a support mechanism.*

After the visits and discussion, the delegation members were unanimous in their praise of what AKRSP had organized in such a short duration and what VOs had achieved. The Minister in his comments, broadcast on Radio Gilgit, said that if the General Manager AKRSP would have explained the activities of the VOs in his office and not taken us to the field. we would have never believed what the GM would have told us. In a discussion with SSK both the Minister and the Additional Chief Secretary explored possibilities of starting an AKRSP type programme in Sind and they might speak to the Chairman, AKRSP Board of Directors in this connection.

Due to inclement weather, the delegation members left by road in two groups on May 8 and 9, 1987.

Programme of visit of Mr. K.S. Mujahid,
Sind Provincial Minister for LG&RD along with officials of
Provincial Governments and Federal Ministry

Wednesday		
6.5.1987	0620 hours	Leave Islamabad by PIA
	0730 hours	Arrive Gilgit
		Check at Serena Lodge (Group of 9 guests).
	0900 hours	Arrive AKRSP office Briefing.
	1200 hours	Leave office for field visits to VOs Jalalabad I & II, Shahtote and Hanuchal.
	1800 hours	Return to Serena Lodge
	2000 hours	Dinner hosted by AKRSP
Thursday	0800 hours	Leave Serena Lodge
7.5.1987	1130 hours	Arrive Soust, Meet VO Members and see irrigation tunnel project.
	1230 hours	Leave Soust
	1300 hours	Arrive Khaiber. Meet VO members.
	1400 hours	Leave Khaiber
	1500 hours	Arrive Aliabad (Hunza). Meet VO members.
	1630 hours	Leave Aliabad
	1730 hours	Arrive Serena Lodge
	2000 hours	Dinner by Administrator, Northern Areas.
Friday	0745 hours	Leave Gilgit By Road
8.5.1987		

September 29 to October 3, 1987

NOTE FOR THE RECORD

Subject: SSK's visit to Islamabad and Peshawar.

Landed at Islamabad on the 29th September after a couple of hours flight due to VIP movement at Islamabad airport and cancellation of flights on the 28th. During the stay, met the following at Islamabad and Peshawar:

- Mr. Aftab Ahmad Khan, Additional Secretary EAD
- Dr. Tariq Siddiqi, Secretary Planning
- Mr. A.A. Neseem, Additional Secretary Information
- Mr. Diljan Khan, Additional Secretary Interior
- Mr. A. Sattar, Secretary Foreign Affairs
- Mr. Sartaj Aziz, Adviser to the Prime Minister
- Mr. Omar Afridi, Chief Secretary NWFP.

On RS' suggestion, SSK called on EAD. In a telephone talk with Philip Astley of the British Embassy, SSK had come to know that the letter pertaining to ODA assistance to Chitral AKRSP, was lying with EAD for approval for the past few weeks. Aftab was surprised to hear this and instructed the Deputy Secretary concerned to get it cleared quickly from CBR whose concurrence was still awaited. The other concerned Ministries had concurred. Aftab saw no hitch whatsoever in exchange of letters between EAD and ODA.

Dr. Tariq Siddiqi who had accompanied SSK to EAD and is also a member of the Secretaries Committee, set up by Economic Committee of the Cabinet, to examine NGO requests, expressed some reservations about the rationale of the Committee. Aftab informed that there were over 50 NGOs requests pending with EAD and the Committee was expected to decide these requests. The million dollar grant to Lahore Business School entails an expenditure of Rs.400,000 per student per year according to TS.

Since Mr. Saeed Qureshi, the newly appointed Secretary EAD was abroad on tour, SSK could not meet him. Aftab expressed his full support for SRSP and hoped that a sizeable amount would be asked for to implement the programme. In a discussion, Sartaj Aziz gave unequivocal support to SRSP. His only reservations pertained to engagement of foreign advisers and consultants in implementing the programme. SSK dispelled the impression that there was any such proposal. Omar Afridi, the new Chief Secretary of NWFP assured of the provincial government's full support to SRSP. He was hoping to meet Mr. Ejaz Naik next week. The meeting with the Foreign Secretary was in the nature of a social get together - eight hours of bridge.

As suggested by HF in a letter from Karachi, SSK called on the Additional Secretary Information to ascertain the prospects of telecasting Valleys in Transition by Pakistan Television. Unfortunately Naseem could not contact Anwar Hussain, MD PTV as he was out of station, but promised to pursue the matter.

Diljan as usual, was most kind and helpful in getting Naylein's overstay condoned and extending her visa and in giving NAM passport without police verification to enable him to travel abroad this month. Karim Tejani's case shall have to be referred to the Interior Division for permission to stay in Pakistan for an extended period.

Mr. Maloni of the Italian Embassy was most happy to receive the video cassette on the inauguration ceremony of the exhibition 1909 Karakoram photographs at Skardu and promised to get in touch with SSK regarding showing of the photographs at Gilgit, where the photographs are now stored, after the end of the exhibition at Skardu.

All the flights on Friday, October 2 were cancelled. Since morning, SSK has been waiting for the flights to take off . It is already 1115 hours. It has just been announced that the flight is cancelled. Reached Gilgit on October 4 by morning flight.

December 7, 1988

NOTE FOR THE RECORD

Subject: Development of Khunjerab National Park

I was about to enter the 7th year of my stay in Gilgit when the Administrator, NAs (Mr. Mohammad Afzal Kahut) persuaded me to accompany him on a tour of the Khunjerab National Park on December 7, 1988. We left Gilgit rather late in the day, as I had been away on a field visit to VO Jutal in the morning.

We reached Deeh after 2000 hours and found ourselves in a rest house, which euphemistically is called as FWO Staging Post. The place was ice cold and we remembered the cosy and heated customs post at Soust where the Deputy Superintendent (Customs) had stocks of fuel wood piled up in front of his post, enough to last him for the next five years. The Administrator promptly dubbed him as the Custom's Bukhari (after the Quetta stove which was keeping the Customs DS room fully heated), However, with some effort, our room at the rest house, situated at 10,915 feet, became comfortable and early the next morning,I felt right on top of the world. Forest Guard Jalaluddin of Passu had espied ibex on the hill facing the rest house. With the aid of binoculars, I could count 9 animals. There could not have been a better way of celebrating completion of six years of my stay in the Northern Areas. I thanked the Administrator on his insistence in making me come to Khunjerab. As advised by the Director of the National Park (Mr. Mohammad Afzal Khan), both of us put on all the clothes we had brought with us. I still found cold creeping in. Fortunately it was a clear sunny day without wind, thus reducing the chill factor.

We left for Khunjerab and were soon treated to the sight of another herd of ibexes. I could see one standing guard on the ledge. There were said to be 13 other animals in the group. The Forest Department has planted willows, numbering over 200,000 in the region which could be seen right up to Goshgill. Their attempt to grow trees beyond this point, did not meet with success,the area being above the tree line. The Director, KNP is planning to try grasses above the tree line. We passed Kukshal Nallah which leads to Shimshal and reached Gooz, where Jalaluddin spotted another group of ibexes. The size of these majestic animals, was a real treat. I spotted 6 of them and a couple with magnificent heads. They were totally oblivious to the fuss being made on them by and after a while, slowly walked away to pastures new. This was really our day because at Khunjerab Top, a snow leopard was spotted which to our untrained eyes, was like an apparition. However, it caused tremendous amount of excitement.

On return to Deeh, the Administrator had a briefing and discussion on the development of the KNP. Having seen wildlife, he was convinced that everything was not lost and the WWF signs posted all over the park along with road side, were not empty slogans. The Administrator expressed his determination to take steps to protect the wildlife and improve the park and I pointed out the help and assistance, he could muster in this noble project, from the Pakistan President of WWF, Mr. S. Babar Ali and the IUCN Country Representative, Ms Aban Marker Kabraji. The Administrator expressed a keen desire to contact these organizations and to seek their help. I informed him of the help IUCN is giving and has planned in the development of high pasture in collaboration with AKRSP. We agreed to pursue the matter vigorously.

The Administrator took a strong exception to the movement of a vehicle short of the part with nefarious designs on the wildlife and gave strict instructions to the wildlife staff to keep a watch on such people and bring them to book.

We spent the night in the Greenland Hotel, Morkhon. Six years ago, it was impossible to find any place to stay except government rest houses. Today between Gulmit and Soust, there are hotels with more than 500 beds available and with the commissioning of Khaiber hydel project, there is also electricity. The heaters kept our rooms warm and next morning, we went to visit Misgar and Kalam Darchi Fort. Opposite the fort, which is now being used as Mountain Battle School, is newly constructed Misgar irrigation channel prominently displays the words on the mountainside "Welcome to AKRSP". Its a true manifestation of villager's determination and hard work. The channel will bring nearly 2,000 kanals of prime land under irrigation range, benefitting over 100 families of Misgar Bala and Paeen. The Kalam Darchi Fort is said to have been constructed around 1930 and was all but in ruins when the decision by General Ayaz to locate the Mountain Battle School, gave the fort a new lease of life. Its over one foot thick gates, speaks of the impregnable fortress, it must have been. The fort is located at the crossroads of the valleys leading to Klik, Mintaka on the right side and to Wakhan on the left side.

At Klik, the three empires used to meet, now the borders of four countries converge at that point. We were told by Sub. Lal Afsar that it was only a 4-hour trek from Kalam Darchi. However, judging Sub. Sahib's walking speed, it would be prudent, for us mortals to reckon 8 hours. The Administrator and I decided to postpone the trek to next summer. The Sumyr Sar Peak (17,000 feet) provides a beautiful view from the fort. We were lavishly entertained by young Captain Saeed of Hangu, in the absence of the Commandant Col. Riaz Bajwa. The sun went down exactly at 1340 hours behind the mountains plunging the whole area in shade and making everything shiver. We left Morkhoshi and other features behind and made our way back to Gilgit. At Misgar we stopped at the post office where according to Schombert, the Post Master, a Kashmiri Pandit, had committed suicide in

1920 because of isolation and loneliness of the place. The post office comprising 2 stone buildings, appeared to be in very good shape with a sizeable compound. The new Post Master, being a local of Misgar, had left the residential portion vacant which could easily be converted into a nice rest house. Having paid our tribute to the departed soul of the Kashmiri Pandit, we drove on the link road, constructed and maintained by the villagers through Misgar Paeen with AKRSP assistance and reached Gilgit in the evening.

I thanked the Administrator for his kindness and hospitality and expressed the hope that his plans to make the Khunjerab National Park, a place of attraction for the world and haven for the wildlife, may soon be realised.

NOTE FOR THE RECORD

SECRET

May 27, 1988
Shoaib Sultan Khan

Subject: **Shia-Sunni clashes in Gilgit district**

After giving a briefing, on the evening of Monday 16 May, to the Ambassador of UK, Mr. Nicholas Barrington, I took the May 17 first flight for Islamabad to celebrate Eid with the family. On Friday 20 May when we had boarded the Fokker bound for Gilgit, the pilot announced that there was trouble in Gilgit and if the passengers, so wishes, the flight would be cancelled. Out of the full load, four passengers got down and the rest remained seated. One passenger commented that flights to Karachi are not cancelled when there is trouble there!

On arrival at Gilgit, we were informed that a Lashkar (Tribal army) has descended on Gilgit, from Kohistan and Chilas to avenge the death of a Sunni, at the hands of Shias. Zahir, Sultan, Karim and Amin (an AKES intern) had moved over to Serena alongwith Nizar Mecklais. All local staff had already removed their families to safe places. Fortunately due to Eid, most of the down country staff were not due back till May 22. Around 8 p.m., HWK rang me up at Chinar Inn about the onslaught of the Lashkar on Sakwar village, on the outskirts of Gilgit and the panic it had created amongst the population and requested for immediate deployment of the army. I rang up the Administrator and apprised him of the situation. He assured me that every possible step is being taken including deployment of the army I conveyed this reassuring message to HWK. Next morning the Administrator informed of the willingness of the Lashkar to withdraw. Syed Qasim Shah also arrived from Islamabad. Four C-130 sorties brought reinforcements for the army. Everything seemed to be coming back to normal, after the tragic events of the previous night, which had resulted in deaths and burning of houses of the villages of Sakwar. The Deputy Commissioner Gilgit had already declared May 21 a local holiday and I advised HWK to keep the offices closed. Monou Assadi of UNICEF and Jim Wolf of IMMI were already in town. I had a brief meeting with Jim Wolf and made arrangements for him and Mrs. Wolf's return to Islamabad by PIA. Monou and I were scheduled to go on a field visit the following day. In the evening I informed HF at Karachi about the prevailing situation.

May 22 turned out to be the Black Sunday. HWK informed me that while returning, the Lashkar crossed the river and razed to the ground the Shia village of Batkore up in the hills, which had recently built a link road with the AKRSP assistance and were now advancing on Jalalabad, one of our model villages. I rang up the Administrator, he confirmed the news and thought it prudent for me to take Assadi (an Iranian national) on the field tour to Gojal. I also asked my staff staying at Serena to accompany me on the tour including Mrs. Mecklai. Everyone was in panic and wanted to get out of Gilgit. All the vehicles were commandeered to take the staff to different destinations of safety. My Secretary Abdul Rauf with eight family members, was in real panic. I asked him to come to Hunza at company expense but he preferred to try his luck on the flight next morning. Fortunately the six C-130 sorties on May 23 made the evacuation of his family possible along with himself. Ali Maujood and Asadullah chowkidars undertook to guard the offices. Nothing untoward happened except someone took a potshot at one of the back room office windows with a .22 bullet making a hole through the glass and embedding the bullet in the wall. This happened around 5 p.m. on May 24.

Our journey to Gulmit was uneventful except that there were caravans of women and children on foot and in vehicles getting out of Gilgit. It reminded one of the scenes from Viet Nam war documentaries. As we entered Nagar Area, there were barriers set up at every village, manned by locals, a few of them armed. I drove myself and kept the vehicle in the front. The barriers were opened one after the other as they recognized me without asking any questions. The whole atmosphere appeared charged with tension and acrimony.

After the field visit we returned to Gilgit on May 26. At Sust representatives of about 200 Sunni (Pathan) traders stranded at Sust, on way back from Kashghar, requested for help as they dare not pass through the Nagar area barriers. On return I conveyed their plight to the Administrator, who promised to do something. I also met him in the evening and paid a courtesy call on Syed Qasim Shah, who was staying in the Commissioner's house.

Analysis of Events

Shia-Sunni tension, especially in Gilgit town, has its genesis in the dispute about the route of the Muharram procession and events came to such a head that in 1983 the President of Pakistan personally intervened in the matter. In recent days the tension was fanned by the candidates to the Northern Areas Council, culminating in a clash, on Al-Quds Day procession, taken out by

Shias on May 17. The Shias retaliated by attacking Sunnis of Kashrot Mohallah in Gilgit town resulting in the death of a Sunni. Slogans against the Khulfa-e-Rashdeen (the first three caliphs) were also written on the walls, allegedly by the Imamia Student Organization (ISO – a Shia militant youth group) countered by slogans against Imam Khomeni by Al-Farooqia (a Sunni militant youth group). The news of the death of a Sunni and the slogans against the caliphs were exploited to exhort the Chilasis and Kohistanis to join the 'jehad' against the Shias.

Beginning with a small armed group of 500, the Lalshkar swelled to anywhere from 10,000 to 40,000 people armed with Klashinkovs, mortors, grenedes etc., burning and looting the villages of Minawar, Sikwar, Jalalabad, Batkore, Shutay and Shahtot. Another smaller group descended from Darel on to Singal and attacked the villages of Sharoot and Shakyot. It is said that at one time a truckload of armed persons came to reinforce the Lashkar via KKH almost every ten minutes. In their wake, according to official figures, the Lashkar left 30 dead, 25 injured, 600 houses burnt and uncounted number of animals dead and fruit trees cut.

The only redeeming feature was that in the face of this invasion, the members of different local communities did not attack each other, instead provided protection, where possible. The 200 Sunnis at Sust were under the care of the locals. The members of one community leaving an area, predominantly inhabited by another sect, were helped to do so. The Ismailis remained totally neutral and uninvolved, despite attempts by some of the recently defeated Ismaili candidates in the elections to get them involved. The Lashkar, even while passing through Ismaili villages, left them unmolested.

The questions agitating the local population especially Shias and Ismailis and Sunnis too, as to why the invaders were not stopped and once they had arrived, why the Administrator proved so helpless, including the army, in throwing them back, need convincing explanation.

The Future

i) There is need for an immediate massive rehabilitation programme, in the affected area, to provide the affectees much needed help and to restore their confidence in the government and
ii) The sinking of differences between Shia and Sunni leadership in Gilgit town, to prevent recurrence of outside intervention.

AKRSP would endeavour to promote achievement of the two objectives through advocacy with local administration and negotiation and dialogue with the local leadership.

NOTE FOR THE RECORD

Subject: **Staff Meeting on Budget Issues**
Date & Time: **March 16, 1988 .... 1400 hours**
Venue: **AKRSP Conference Room**

The entire Gilgit based staff numbering 130 was anxiously waiting for the GM to tell them about the budget. SSK started out by saying that AKRSP was forced with very important and complex issues and that not all his news was good. The staff themselves had to realise what needed to be done to keep the organisation going. Commenting on the growth of AKRSP, SSK said that he remembered that in December 1982, he had arrived in Gilgit with one other employee, TH. They were later joined by FS and HMN. Today there were nearly 250 employees of AKRSP in three districts. Now it was important to know how to keep the 250 together. On his recent visit to Gilgit, His Highness had commented that nothing remained static. We are at the stage that the organisation now needed to be changed for this reason the budget of 1988 came under a lot of discussion. SSK, went on to say that this is why he wanted to present a clear picture of the future of the programme. The things that our Board of Directors want done absolutely need to be done. If salaries go up, then better performance and productivity need to be evaluated. An in depth discussion on these issues was held in the recently concluded BOD meeting. it was important that all the staff have a clear understanding of the issues under debate. This sort of debate was not something that would continue endlessly. In fact, it was the first time that such issues were keenly debated by our BOD. The things that the Board said need to be understood and abided by.

The first issue that our BOD was particularly concerned about was that staff costs were increasing rapidly. The Directors were afraid that if the present rate of increase continued, then they foresaw great difficulty in securing funding for the programme. The World Bank Evaluation Team had pointed out a very important factor, that the AKRSP expenditure per beneficiary family was very reasonable. There was a change in this situation now. Instead of this going down, the expenditure per beneficiary family was actually going up even though the beneficiary base was going up as well. No matter what we think or feel, it was very difficult to give cogent reason for this increase. If the per capita costs continued to increase, then it was difficult to know how funding could be received beyond 1990. The GM then emphasized that we had to reduce our operational costs. In the Gilgit district, the increase in per capita expenditure was very apparent because nearly all the population had been covered by the programme. Mr. Robert Shaw was particularly concerned that qualitative improvement had not taken place in Gilgit. If such an improvement did not take place, then it would be difficult for the programme to continue RS also felt that benefits from orchards, afforestation and breed improvement would emerge clearly only in the long run. There was now a need to have an impact in the short run. The next evaluation would look closely the increase of incomes attributable to AKRSP interventions. There needed to be a greater emphasis on field crops and vegetables. We needed to encourage the diffusion of improved wheat and maize varieties. It was important to realise that our programme was not a programme of one section and everybody had to take an interest. ZA could identify the successful varieties but everybody needed to participate in spreading them. We already had the examples of such interest and cooperation in apricot drying in Baltistan, afforestation in Chitral and orchard planting in Gilgit. The choice was now for the staff to make. If we do not do anything about field crops, then we would be extremely hard pressed to show increases in income to the next evaluation team. All the staff had to appreciate these aspects of the programme. Savings were not a good indicator for increase in income. SSK then said that he would now personally look at these aspects with the SOs. If the programmes of visits could be made available to him, then he could join the SOs in their visits to the VOs. There was no aspect of inspection in this gesture because he knew what everybody was doing, he now wanted to learn himself. The BOD was concerned about productivity. The stage for horizontal expansion in Gilgit was nearly over and all the Directors praised it but they wanted to know about the future. In Gilgit a much greater challenge faced us now. SSK then asked if anybody needed any clarification on what he had said so far.

Noor Mohammad (NM) then spoke on behalf of the field staff and reiterated everybody's desire to work hard. He also had suggestions for improving productivity. The first was to have greater cooperation and coordination between the office and field staff. He felt that section heads ought to provide clear guidelines for the field staff to act on and should not quash initiatives by the field staff. He also said that Manager's Conferences needed to be valley based in future. He also said that the staff had formed their own programme for evaluation for discipline and performance. He said that nobody was an unwilling worker.

SSK while answering NM said that everything could not be ideal but what he had said was true. SSK realised that we had reached a very difficult stage. Qualitative improvement was necessary and performance had to be evaluated. Nobody could afford to go into a routine performance. Results were very important to achieve. If we had to increase costs, then the benefits from these costs had to be commensurate. If we could not bring about qualitative change, then we would remain bogged down and the same issues would come up again.

SSK then used charts to display figures of the budget. He wrote down that the approved 1988 budget was Rs.110 million. Of this Rs.64.29 million was programme expenditure and Rs.45.71 million consisted of capital expenditure, staff salaries, travel, administrative costs, POL and training. Staff salaries, travel and POL were directly related to the staff and totalled Rs.26.53 million. SSK then asked the question if this level of expenditure on such things was sustainable. He said that we had to reduce this expenditure. SSK said that some Directors pointed out that we were to put this Rs.26.53 million in a Khas Deposit Account, then each beneficiary would receive Rs.1,700 which was particularly the same cost as AKRSP incurred per beneficiary. If we could not show additional benefits from this expenditure, then it would be very difficult for us to continue the way we were. The GM then presented a breakdown of Rs.26.53 million as follows:

1. Staff salaries Rs. 20,54 million
2. Travel Rs. 3.90 million
3. POL Rs. 2.50 million

The biggest increase by 35% over 1987 budget was in staff salaries. The reason was the proposal given by the staff. The GM then presented the response of the BOD to the staff proposal:

Category in staff proposal	No. of people affected	Increase proposed by staff	BOD response
Grade I (Consists of Peons, Chowkidars & Office cleaners now called Auxiliary staff	54	Rs. 415/month	i) Increased starting salary from Rs.1035 p.m. to Rs.1350 pm
Grade II (Consists of Drivers, Electns now called Drivers	54	Rs.450/month	i) Increased starting salary from Rs.1550 p.m. to Rs.1850 p.m
Grade III Grade IV Grade V Grade VI now categorised as support staff.	6) 38) 53 5) 4)	Rs. 500	i) Lumped all the grades together and approved an increase of Rs. 500/p.m. from January 1988.
Grade VI Now categorised as Junior Professionals	72	Rs.2000/month	ii) Accepted

Grade Revisions	
Junior Management	Starting salary of Rs.8,625 month
Middle Management	Rs. 11,500/month
Senior Management	Rs. 16,500/month

The BOD renamed these categories as Junior Professionals, Senior Professionals and the Management Group. The Junior Professionals would receive a starting salary of Rs.7,500 per month and the Senior Professionals would receive a starting salary of Rs.10,500/month. Salaries of the Management Group would be negotiated individually. These grade revisions etc., have cost Rs.5.3 million.

The GM then asked how staff costs could be contained? As these increases had been given, therefore, productivity would be closely examined. The BOD examined the staff pattern, determined the strengths and then advised that the staff be pruned where necessary.

The GM took up the issue of cost containment first. He emphasized that everybody's cooperation was essential for this. The salaries had been fixed and it would not be fair to reduce them. After these increases, however, there could be no automatic increment from next year and increases would be related to performance. Everybody needed to understand this clearly. Substantial savings could, however, be made in the travel bills of AKRSP. It was important to understand that the TA/DA was not a salary

supplement. The GM then made the suggestion of claiming actual expenditures on day trips and a 25% reduction in TA/DA for overnight trips in the project area. After some debate, it was agreed to reduce TA/DA rates for both overnight and day trips by 25%. The GM then suggested that staff of Grades I and II be exempted from this reduction. For outside the project area, if the stay is longer than 5 days in one place, the per diem rates would be reduced by 50% or actuals could be claimed. The GM said that if the travel budget of Rs.3.9 million, could be reduced by 25%, then we would have substantial savings.

After this the GM gave a breakdown of the staff (as sanctioned in 1988 budget):

				DISTRICT	PROGRAMME
OFFICE					
Category	Total	Core	Gilgit	Chitral	Baltn.
Management Group	12	9	1	1	1
S. Professionals (Everybody receiving Rs.10,500/month or above).	20	5	5	6	4
Jr. Professionals (Everybody receiving Rs.5,00 to 10,499 per month).	85	9	32	24	20
Support	54	19	11	14	10
Drivers	54	16	16	12	10
Auxiliary	52	9	17	12	14
Total:	**277**	**67**	**82**	**69**	**59**

SSK then said that the surplus had to be taken out. The GM then went over each category.

In the Management Group, there were 5 posts vacant in Gilgit; the replacement for TH & MHH; the Business Manager; the Incharge of HRDD and the DPO Gilgit. In the category of Senior Professionals, a total of 4 posts had been deleted; Programme Officer to GM; Programme Monitoring Officer, Programme Internal Auditor and the Application Programmer. From among the Junior Professionals, 7 posts had been retrenched. Looking at the staffing pattern, all these people were in Gilgit DPO. There were people for whom there were currently no posts and there was no likelihood in the future of absorbing the people against these posts. On some probing from the staff, the GM said that seven consisted of 2 Engineers and 5 Intern/Satellite Social organisers. The GM said that the next three categories - support, driver and auxiliary - were left unchanged but staff who were inefficient among these categories, would have to go. The GM then ended his presentation amidst concern expressed by the staff for the 7 people in the Junior Professionals. NAM tried to point out that 4 others had been affected but his point was dismissed. The GM then advised the staff to think calmly about all that he had said because he could not keep on people for whom there were no posts. The GM then asked the affected people to come and see him individually. He promised to help them in both his personal and professional capacity in making the transition. The meeting was then concluded.

Annexure: Extract from the minutes of 202nd PPM.

Annexure

Extract from the minutes of 202nd PPM held on 19.3.1988.

ITEM NO. I: **Matters arising from the previous minutes.**

1. Budget: The covering note of the budget should be sent to Karachi and Geneva.
   The minutes of the meeting with the staff should also be sent to Karachi and Geneva.
   Following this meeting, the staff comprising all the field and junior professionals again met with the GM on March 17 and raised the following issues:

   1. The staff felt very insecure because 11 posts had been retrenched and were concerned about their future. In their present state of mind, they felt that they would find it difficult to put in their best because they were extremely demoralized.
   2. The staff also wanted to know the time frame of the programme so that they could look for a career making opportunity. This was especially true for the young staff who would become ineligible for government service with the passage of time.

   The GM tried to answer both these concerns. He explained to them the reason for the retrenchment. He said that this decision was taken after looking at the quantum of work. The staff felt that of the senior professional posts that were abolished, all the affected people had other plans. The seven junior professionals, however, would be left without a job. Therefore, the staff were concerned that something should be done for these people. The GM explained that the posts that had been phased out were really surplus posts and he could not keep on people without jobs.

   On the time horizon question, the GM told the staff that His Highness was committed to continue the programme. The time frame that was discussed with His Highness was of ten to fifteen more years, however, the continuation of the programme beyond 1990 depended on donor response and performance and productivity would be the deciding factors in getting donor assistance for AKRSP.

   The GM and the PPM felt that the concerns expressed by the staff were very serious. The PPM also requested the BOD to help five of the junior professionals find alternative employment. CVs of the affected staff should be sent to HF for circulation to the AK network first.

November 1, 1988

NOTE FOR THE RECORD

Subject: Lecture at Civil Services Academy, Lahore

At the invitation of the Director General, Civil Services Academy (DMG Group), SSK delivered a lecture on Rural Development Strategies in Pakistan: A comparative Analysis on November 1, 1988. An outline of the lecture is enclosed.

In the question hour session, issues were raised pertaining to the impact of land reforms on rural development and Pakistan's experience in this context; effectiveness of Rural Works Programme implemented through local councils versus the five-point programme by the MNAs/MPAs; importance of literacy and formal education in organizing villages; importance of timeframe in rural development; inadequacy of local council structure in undertaking economic development at micro level and the prospects of replicating AKRSP strategy in other parts of Pakistan.

The DG in his summing up commended to the young officers the importance of theoretical framework of rural development before undertaking a programme.

To SSK the visit to the Academy was like a nostalgic journey through memory lane, where he did spend a year as a trainee and five years as a trainer.

At Lahore, SSK also visited NIPA and met the Director General (Mr. Aslam Iqbal) and called on Secretary to Provincial Government in the Department of Agriculture (Dr. Zafar Altaf) and Local Government and Rural Development (Mr. Hafizullah) and discussed Federal Government's proposal for undertaking AKRSP type work in four districts of Punjab.

Rural Development Strategies in Pakistan

A COMPARATIVE ANALYSIS

Rural Reconstruction: - F.L. Bryane's brainchild of 1920s

- Victorian philanthropy
- Ethical pasture
- Concept of self help: Bane of Rural Development (RD)
- Urban bias of planners and economists.

VILLAGE AID:

Initiative by US:

- American Professors contribution
- Extension education and package of inputs.
- No importance to PPI'
- Millions of dollars invested and introduced in 44 countries.
- Threw the baby with the dirty bath water. VAID abolished.
- Lack of coordination with development departments.
- Indian experience with community development
- Mr. Nehru's euphoria and AICC annual meetings 1958 disappointments - Cooperative Commission's Report.
- My experience with VAID in the then East Pakistan.

Pakistan Academy for Rural Development

Comilla and Peshawar

Comilla Approach

- Thana Training and Development Centre (TTDC)
- Thana Irrigation Programme
- Credit Programme and Central Banks ... no loans without savings.

Concept of IRDP

- Criticism of Comilla small farmers became highly productive like Japan and did nothing for landless.
- Rural Works and Test Relief Programmes.

West Pakistan ... RWP - self-help concept given up briefly.

- My experience as DC in Kohat.
- Basic Democracies on the patterns of Union Councils - a retrograde step - system of nomination.[21]

Inadequacy of the local councils structure for economic development of villages:

- *Need for the two structures:*
  (1) Local Councils for:
    - *Political education*
    - *Inter-village planning*
    - *Coordination with departments*
    - *Taxation.*

and *(2) Broad-based grassroots organizations for economic development of villages.*
Demise of BD's as electoral college.
Autonomy of local councils undermined.

IRDP - 1972:

- Architect's design - taking only the dome
- Daudzai - approach

21. Centralization of power in the name of devolution.

- Shadab - approach
- Experience of NWFP
- Demise of IRDP
- Five-point Programme
- LB & RD
- Sartaj Aziz's VDCs
- Anwar Aziz's approach[22]

Gilgit Experience:

- The three models in the world
- Efforts of Mr. Aziz
- NWFP Sarhad Rural Support Corporation

22. ?????

NOTE FOR THE RECORD

Subject: Briefing of WAPDA Group ... 27.6.1988

A briefing meeting for a group of WAPDA officers visiting Northern Areas was held on 27.6.1988. Meeting started at 1215 hours. GM welcomed the group and an introduction of the management group of AKRSP followed. Group was shown a combined edited version of the *video films "Valleys in Transition" and "The First Harvest"*. A question and answer session followed. GM and HWK responded to various questions raised by the visitors.

Questions and answers are reproduced below. (Since these are some of the typical questions, this report can be used along with other important questions to produce an introductory brochure for visitors.)

Question:	I have an introductory comment and a question. This movie has shown different development projects but it doesn't mention anything about a hydel power project. Now the question. How will the programme sustain itself?
Answer:	Partnership furnishes the basis of the programme. Managerial skills provided to VO managers ensure results. Villagers response is the key. (49% rural households are covered by our programme in NA. $2 million savings have been generated in an area twice the size of Switzerland.) It all depends on the villagers response. It will take 15 years or more to make it sustainable.[23] Form of this programme will change over time though.
Question:	What about coverage?
Answer:	We might not expand to villages with different needs, perceptions and beliefs.
Question:	Why this area was selected?
Answer:	Area was selected by His Highness the Aga Khan. One reason being that it is an Ismaili concentration area. Charity always begins at home. But once started the programme has been for all the area which is now 70% non-Ismaili.
Question:	How do you motivate?
Answer:	(HWK): We hold diagnostic dialogues with the villagers to identify their needs and then work on fulfilling those needs.
Question:	We failed in a village when we took a scheme for electrification over there.
Answer:	Because you went with a ready made scheme. Priority should be determined by the villagers. That will motivate them to work on the scheme.
Question:	*How in this area with low-literacy compared to tribal areas, people get easily motivated?*
Answer:	Ask the villages what they want.[24]
Question:	How ratio of contribution and distribution is determined?
Answer:	Villagers are not asked to make monetary contribution for the first project. Contribution we require in the form of (a) organisation; (b) identification of the project and (c) savings by the villagers.
Question:	How earnings are distributed among village families?
Answer:	Each village has its rules. But they have to undertake a project which benefits them collectively.
Question:	So it's the commune system under the capitalists?
Answer:	It is a commune system with private property.
Question:	How VOs resolve their disputes?
Answer:	We don't interfere with that. Villagers have to resolve that.
Question:	What is AKRSP's part after the project is launched?
Answer:	Technical assistance and verification. Also to check if the work has been completed according to the specification. Our interest is in creating a forum.
Question:	If money is wasted because of a dispute, what do you do?

23. Do you need to add something to demystify the word sustainability? what does it mean in simple language?
24. Key message.

Answer:	We waste the money because we can't resolve the dispute there has been only one case in Gilgit out of 290 projects, which this has happened.
Question:	In Chitral, a water channel was destroyed after completion, why?
Answer:	Afghan bombing.
Question:	What have you done about marketing the villagers product?
Answer:(NAM):	Collective marketing provides economy of scale. We provide them training and credit. And train them to improve their product. With agricultural and livestock development, we establish their links with Gilgit and down country markets.
Question:	What about perishables?
Answer:	We train them to preserve perishable products e.g. apricots. If they don't dry and preserve the product, it is lost. If not quickly moved to the market, same thing happens.
Question:	Have you introduced animal drawn implements?
Answer:	No animal drawn implements yet but other improved instruments have been introduced.
Question:	What is the nature of fund provided for PPI?
Answer:	It is grant money.
Question:	Any limit on the grant money?
Answer:	*As much as villagers can themselves use for implementation of a project. Maximum we have given is Rs.3 million for Shimshal road project. Average is Rs.150,000 per project.*

The group leader thanked GM for this briefing and session ended at 1335 hours. A set of documents by AKRSP, was given to the group.

NOTE FOR THE RECORD

Subject: Visit of the Information Service Group Probationers to AKRSP ... November 2, 1988.

Twenty-one Information Service Probationers (ISP) visited AKRSP core office on 2.11.1988. The MG welcomed the visitors Mr.Ashfaque Gondal, the team leader introduced the ISP team, then the GM reciprocated his gesture by introducing the MG. Mr. Gondal gave a brief presentation regarding the background of the ISP and their future career role and prospects. Then the GM briefly reminiscences about his old association with the Civil Service Academy, where he had taught CSP/PFS Probationers for 5 years. The GM said that because of this association, he was particularly pleased to welcome the ISP to AKRSP.

The briefing started with the showing of the video film First Harvest. The ISP was most impressed by the film particularly as they had already visited the Gilgit programme area.After the general comments, about the video presentation, the question/ answer session followed:

Ques: What is so innovative about the programme?

GM: *The most innovative thing about this programme, and the secret behind its success, is the focus not on social sector activities e.g. health, education etc., but on the productive sector.*

Ques: What about the geographical coverage of the programme area all areas covered in the Northern Areas?

GM: The programme is spread over three districts of the Northern Areas and the NWFP. The geographical target area is about twice the size of Switzerland. So far the programme has covered 50% of the target area. In Gilgit district, because the programme has been functioning here for the past five and half years, the coverage is 90%. The Chitral and Baltistan programmes started few years after the Gilgit programme, therefore, the coverage there is lower. However, we are confident that given another few years, they too would have high coverage.

Ques: What are the terms of partnership between AKRSP and the villages?

GM: *The terms of partnership depend on the objective of any programme. Our objective is to improve the living standards of 98,000 households (that is nearly a million people). Of course, creation of industries, improvement in health etc., are all useful activities. But the question is: what will bring the quickest results in the shortest time? The answer, of course, is to raise rural households' income levels. With greater income, the household can have access to other services. Therefore, our emphasis is to improve rural households' economic conditions.*

Initially, we had just three conditions for partnership between the village and AKRSP: Organisation of the village into a village organisation (with at least 75/80% participation); VO agreeing to raise farmers's skill levels by accepting AKRSP HRD packages; and generation of capital through regular savings. These were the three conditions for the partnership between AKRSP and the village. *Now that we are in a sellers' market, we have over 25 conditions!*[25] Our programme is a hard programme, the village has to meet all conditions and obligations before AKRSP starts to support that village e.g. giving it a PPI etc.

Ques: Local people are very forthcoming, but do they create hurdles and post problems?

GM: In any society there is bound to be a dominant group, an articulate group. But to give an opportunity to others, we have a process of dialogues, We do not talk to committees but to the whole village. If all the villagers don't gather for the dialogue, then we just don't hold the dialogue! This method checks the dominant group. If the weaker groups are helped, they get a forum to articulate their needs and demands.

Ques: Do you have an electricity programme?

GM: Why we have it! Anyway, I will ask HWK, our Senior Programme Engineer, to answer this.

HWK: If the villagers do not identify electricity as their foremost need, then why should we provide it? Anyway the government has a huge electricity programme for the Northern Areas. However some small and remote VOs have identified electricity as their greatest need. The major reason for this is probably that they don't feel that the government will supply to their villages.

GM: I will just add a few comments to what HWK has said. *The government is installing small hydel units, say 200 KV and these are expensive investment, costing about Rs.25 million and providing power to about 700 households, and that only for lighting!*

---

25. ???

AKRSP has invested Rs.18 million in 1966 irrigation channels, that led to the development of 24,000 acres of new land and increased water to 25,000 acres. 12,000 families have benefitted from this. Now, you tell us: what choice did we have? Government projects are expensive, we can not follow them. However, we have set up few hydel units (5/10 KV) to provide power to 25/50 households. In areas where government has plans to supply power, there is no need for us to set up any hydels.

Ashfaque Gondal: Certain sectors are being looked after by the government. AKRSP is functioning to improve the economic conditions of the people in the Northern Areas. The provision of power and basic necessities is the duty of the government.

Ques: Have all the people benefitted equally from the programme?

GM: Yes. Take Baltistan. That district is almost 100% shia. In Gilgit, all the three major sects represent about a third of the population each. In Chitral, the Sunni/Ismaili ratio is about 60/40. His Highness initiated this programme for the whole area, not for any particular sect. And in our MG, with the exception of NzM, all are non-Ismailis.

Ques: The terrain here is very difficult. Do you have plans to expand to other areas?

GM: *This programme can be replicated, it cannot be expanded.* If any area is interested the programme can be duplicated. Outreach is only possible here.

Sartaj Aziz is very interested. He wants to set up a similar programme in 4 districts in each province. The new government will decide. The NWFP Government is setting up the Sarhad Rural Support Corporation based on the AKRSP model. We will, of course, back such initiatives by providing training etc. The programme can be replicated, it cannot be extended.

Ques: Does the Aga Khan provide all the funds for the programme?

GM: Did I say it! As I said, the programme is for the whole area. In the beginning, HH said that he will provided a fixed amount for an unlimited period. HH realised that for development activities to bear fruit, one needs along time horizon. This long term commitment is lacking in many other programmes. *HH provides $700,000 per year. For every $ that HH provided, #10 is provided by donors e.g. CIDA, ODA, the Government of the Netherlands, OXFAM, USAID, the European Community,* etc. HH is the catalyst.

Ques: Do you have any plans to introduce new livestock breeds?

GM: RAK, our Livestock Specialist, is the best man to answer this.

RAK: We have tried it but on a very limited scale. We feel that cross-breeds are better than pure breeds due to the difficult environment here. We have had a mixed response from VOs. Our major emphasis is to improve local cattle. For this purpose, we have introduced bulls. Recently we introduced goats on a trial basis. if the trial is successful, then the package will be replicated. However, the greatest response has been to the introduction of new poultry breeds. This package is not management intensive and fits well into the household's system.

Ques: What about new crop varieties? Which crop is most suitable for these areas?

GM: ZA, our Senior Agriculturist, can answer this.

ZA: The future of this area does not lie in casual crops, either the future lies in fruit, vegetables, livestock and forestry. Various packages have been developed. For example, wheat is planted on 20,000 acres and we have tested and found three suitable varieties. These are in the process of mass diffusion. Vegetable production is a very good package. New fruit varieties have been introduced, e.g. apples that can stand long distance haulage.

Ques: What about programme expenditure?

GM: Well, in 1983 we had a budget of Rs.16 million and for 1989, it is Rs.144 million. Of the latter, Rs. 55 million is for the credit programme. *Our expenditure has a number of components. The first component is the subsidy. This is an investment in village organization. Without an organisation nothing can be done. Unfortunately, the government does not recognize this. The 1988/89 budget for the Northern Areas is Rs.500 million. Yet not one penny of this is going into organisational development. If people get organised, they can do many things. In Gilgit district, for every rupee that we invest, the people generate Rs.15 themselves. So, after about 10 years there will be no subsidy.* Initial subsidy is about Rs. 200 per capita. This is a very essential investment, that will ensure that the whole area develops. 47% of the expenditure is subsidy.

The second component is the operations cost, e.g. human resource development, etc. The third component is the credit programme. The last component is the administrative costs. In 1983, these represented about 25% of the expenditure. For 1989, this is down to 16%.

Ques: There are not enough pastures. What about fodder supply?

RAK: We are persuading few packages to ease the fodder problem. However, I must add that summer fodder supply is not the major problem. We know this by looking at the animals when they come down from the summer pastures, they look good and fat. The real problem is in the winter feeding. To ease this we are introducing catch crops, by controlling free-grazing and by demonstrating silage making techniques.

GM: Before new breeds can be introduced, fodder quality and supply has to be improved. Let me relate a true story: We went to a village and asked a villager if he would like a new breed of goat. The farmer replied that he would like the goat if it came with fodder!

Ques: What about the government?

GM: *Well the government gives 90% of our budget, that is by allowing bilateral funds to AKRSP. However, the government does not accept that the villagers can play a useful role, that they can plan and that they can develop.* We accept this. We told the villagers that we will arrange funds for them and they will carry out their own development plans. The government support is there. Without it we could not function one day. PWD carries out big projects, probably because their engineers are taught about big projects, via contractors. There is no direct village participation. On the other hand, HWK accepts that villagers have experiences which can be used fruitfully. And he has used it. Out of the annual budget of Rs.500 million, the Administrator should give us some percentage for micro and agricultural projects so we don't have to go to donors!

Ashfaque Gondal thanked the MG for the presentation. He hoped that this model would soon be replicated to other areas so that small farmers could organize themselves and start to improve their economic conditions. Mr. Gondal felt that the VOs' savings habit was a very important development. Organising people at the individual level was a most remarkable feat of AKRSP. Mr. Gondal went on to say that the ISP will convey the message to others and that the visit to the programme area was very inspirational.

NOTE FOR RECORD

Subject: Visit of ADBP Officials to AKRSP Headquarters
February 27, 1991

As a sequel to SSK's meetings with Chairman ADBP a group of Bank officials (list attached) are undertaking a tour of the Northern Areas.

The group had meetings with SSK and HWK and were shown the film First Harvest and had also a session with SJ.

The group informed SSK that ADBP has initiated AKRSP type credit programme in the Gujranwala region and plan to do so for women, and this was the reason for their visit. They had a long discussion on various aspects of the AKRSP loaning and savings programme.

Field visits for the group have been arranged in the districts of Gilgit and Baltistan.

c.c. Management Group
Chairman AKRSP BOD
General Manager AKF Geneva
CG -with reference to his comment on SSK's meeting with the Chairman ADBP.

LIST OF VISITORS FROM ADBP

1. Mr. A.T. Siddique
   Director
   Women and Target Group Department
   ADBP, Islamabad.
2. Ch. Muhammad Yaqub
   Regional Manager
   ADBP Faisalabad.
3. Mr. Tahir-ud-Din Pervaiz
   Regional Manager
   ADBP, Gujranwala
4. Mr. Muhammad Mansha
   Joint Director
   Women and Target Group Department
   ADBP, Islamabad.
5. Mr. Akbar Jahan
   Regional Manager
   ADBP, Gilgit.

No. AKRSP/E-07
July 21, 1992

Mr. Ghulam Haider Wayne,
Chief Minister to the
Government of the Punjab,
Lahore.

Dear Mr. Wyne,

The Aga Khan Rural Support Programme (AKRSP) is a non-profit joint stock company, set up by His Highness the Aga Khan and has been operating in the six district of northern Pakistan since 1983.

The AKRSP, unlike the traditional programmes, offered a development partnership to the nearly 100,000 households embracing a million people, living in nearly 1,500 villages. The offer of partnership entailed fulfillment of the following obligations on part of the villagers, before any assistance could be given to them by AKRSP:

- willingness to organize in village organization consisting of over 75% of the households;
- willingness to generate their own capital through savings; and
- willingnessto upgrade their managerial, productive, cooperative and other human skills by participating in a human resource development programme.

Many people cautioned me against this hard approach and felt that villagers would not be willing to respond to AKRSP's offer of partnership. My experience with the poor people in Comilla in the then East Pakistan, Daudzai in NWFP and Mahaweli in Sri Lanka, had been very positive and I was quite confident of similar response in the northern areas of Pakistan. Over the last nine years, my trust and confidence in the villagers of Pakistan has been further reinforced. The response of the villagers to AKRSP's offer of partnership has been beyond our most optimistic expectations. To date over 2,000 communities have organized themselves in village organizations (VOs/WOs) comprising nearly 85,000 members. They have saved over Rs.112 million and got nearly 10,000 villagers trained as Managers, livestock, plant protection, poultry, marketing, forestry, accountancy, appropriate technology etc., specialists. And with AKRSP assistance, the villagers have initiated over 1,200 village level projects and completed 900 of them, which they are maintaining without asking for outside assistance. They have also planted over ten million forest trees, besides making considerable gains in the field of agricultural, horticultural and livestock development. In short the framework of grassroots institutions in shape of village organizations, which enabled the villagers to shoulder responsibility of development themselves, produced remarkable results.

I have heard of your keen and abiding interest in grassroots development and would feel greatly honoured for your acceptance of an invitation on behalf of the village organizations of northern Pakistan to pay a visit to Gilgit and adjoining areas to encourage the villagers in their development effort, at your convenience.

With kindest regards,

Yours sincerely,

(Shoaib Sultan Khan)

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR THE RECORD

By: Commander A.A. Neseem and
Shoaib Sultan Khan

September 26, 1992

Subject: Visit to Jhelum.

As agreed in the meeting with Qazi Alimullah and Saeed Mehdi on Thursday, September 24, we drove to Jhelum on Friday morning and were met by the Deputy Commissioner (Major Abbas) and the SP (Mr. Gundapur) at the District Council Rest House which was serving as centre for storage and distribution of relief goods.

We explained to the DC the purpose of our visit. The DC suggested that we visit a nearby village affected by the floods to ascertain their reaction to our proposal. In the meanwhile, Chaudhry Ashraf (Administrator Zakat Punjab) also joined us, who had come from Lahore.

Before going to the village, we met the district heads and the DC gave us a briefing on the extent of the flood damage affecting 197 villages with over 200,000 population and 194,284 ac of crop land. The damage caused to animals and property, was estimated as follows:

1.	Cattle lost	6,997
2.	Katcha houses:	
	Fully damaged	10,670
	Partially damaged	1,535
3.	Pucca Houses:	
	Fully damaged	7,460
	Partially damaged	1,339

We explained to the officials the importance of involving the communities (the flood affectees) in both assessing the damage and in rehabilitation and reconstruction work. The example of NAs was cited in facilitating the identification of rehabilitation and reconstruction of rain affected villages through village organizations. Doubts were expressed about the success of the approach due to factionalism in the Punjab villages.

On arrival at village Beli, without notice, more than half the households of the village sat down with us to have a dialogue.

We explained to the villagers the need to organize themselves to facilitate assessment of damage and thereafter rehabilitation and reconstruction by using outside assistance. The villagers responded positively to the suggestion and expressed willingness to undertake relief and rehabilitation work in their villages through their organization.

On Ch. Ashraf's query if village factionalism or political party affiliations in the villages, would not hinder the formation of the organization. The villagers admitted that there were two groups in the village, spokesmen of both the groups assured us that party factionalism would not stand in their way to organization for relief work. They requested for quick assistance for rebuilding of houses and also asked for interest free credit. They also assured Ashraf that there organization would be able to settle disputes, if any, about the quantum of damage suffered by individual households.

We left the village after asking them to select their representatives who were prepared to keep records of the organization and act as contact person/s with the administration and outside agencies. However, the villagers were urged to give up the old practice of delegating and working through committees. It is the whole organization which will have to participate and be responsible. We exhorted the villagers to substitute the word Tanzeem or organization for committee.

We proposed to the DC to select a group of ten young, active and willing officers, who could be given a crash course in the social organization to organize the 197 villages to channel relief assistance. There was consensus that the monetary assistance for damaged houses, should be given in shape of building material after a realistic estimate is made by the village organizations.

c.c. Qazi M. Alimullah, Principal Secretary to PM.
Mr. Saeed Mehdi, Additional Secretary, PM's Secretariat.

Chapter 7

Coordination with AKF Pakistan Institutions

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Coordination with AKF Pakistan Institutions **Page #**

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NOTE FOR THE RECORD

Subject: GM's visit to Karachi March 7-8, 1984

March 7, 1984

Meeting with Chairman, AKRSP Board of Directors

The Chairman and the GM had a very free and frank exchange of views on different aspects of AKRSP with special reference to the relationship between Karachi and Gilgit. The Chairman assured GM of his fullest cooperation to ensure smooth functioning of the programme and instilling of confidence in the staff working at Gilgit. The GM undertook to do everything possible to allay the impression that the AKRSP staff at Gilgit was doing a favour to Karachi by implementing the programme. The openness and frankness on both sides was fully appreciated and it was agreed that such deliberations should take place regularly for establishing better rapport between Karachi and Gilgit.

March 8, 1984

Attended by: Chairman , Vice Chairman, Mr. Nizar Mecklai, Mr. S. Hashwany, Mr. Hakim Feerasta and Mr. Taj Mitha.

The concept of a National Forum for resource mobilization was explained by Taj Mitha and the role of the International Coordinator i.e. Mr. Taj Mitha, was clarified. The detailed NFR has already been issued by Resource Mobilization Unit of the Aga Khan University.

Luncheon meeting at Aga Khan University

Detailed minutes already circulated to the members of the MG.

Coordination and collaboration meeting ... 1700 hours at AKU

Participants: Representative of Central Education Board
Representative of Central Health Board
Representative of Central Housing Board
Representative of Economic Planning Board and
Representative of Industrial Promotion Services.

In addition, the Chairman, Vice Chairman of the Board of Directors and Executive Officer AKF also participated.

The Chairman in his opening remarks informed the meeting of His Highness's concern about multiplicity of organisations and the need for cooperation and coordination between organisations working within the Northern Areas. In this regard, he advocated the use of VOs fostered by AKRSP in the Northern Areas of Pakistan for provision of services to the villagers by the other agencies.

The Central Education Board while welcoming the offer pointed out the constraints in terms of resource inhibiting its capacity to respond to the demands of VOs. However, he fully supported the idea of using the village forums for identifying the means as well as the scope in the field of education for community participation.

The Chairman, IPS pointed out the difficulties in setting up agro-industries in the Northern Areas because of lack of enough raw material and marketing facilities, communication problems etc. He further observed that as a commercial company, IPS cannot function without adhering to the economies of scale.

Secretary, Economic Planning Board pointed out the increased credit resources made available through the efforts of the Board by the local Cooperative Bank. He suggested that AKRSP should help in recovery of these loans.

He also mentioned the outcome of the seminar on cooperatives organised by EPB with the support from the AKRSP, for drawing up terms of reference to forge a more meaningful coordination between AKRSP and EPB.`The Board was in the process of drawing up the terms of reference.

The representative of Housing Board identified water and sanitation and self-school construction as areas of possible cooperation and coordination with AKRSP. However, he cautioned that unlike AKRSP, the Central Housing Board was neither

Gilgit based nor had full time technical expertise, resources or funding arrangements to mount a programme which would be comparable to the approach and dimensions of AKRSP. Being Karachi based the parameters of the Central Housing Board were limited and not compatible in structure to work like AKRSP in the Northern Areas.

The Chairman, reiterated His Highness's concern about the total development of the villages in the Gilgit area and asked the GM to spell our possible areas of cooperation and coordination between AKRSP and other Central Institutions, for the achievement of the long term goals of development.

The GM explained that over a period of one year AKRSP has helped fostering of nearly 150 VOs in the Gilgit district and approximately 50 VOs in Chitral. In nurturing the VOs, the objective of AKRSP is to provide a forum through which all development activities could be channelled to the villagers. The VOs, he outlined were dynamic, active bodies which represent majority of the households in the villages which hold meetings every month on a weekly or fortnightly basis and carry on savings with the objective of stimulating their own capital. Thus these organisations are not only on paper but on the ground ready to interact with any development agency willing to coordinate its activities through the organisation.

Citing examples of areas of cooperation and coordination, the GM pointed out that the Central Education Board could use these forums for getting a feedback from the villagers as to the type of services they need and how much of these they could support[1]. As regards health sector, some of the organisations have already identified, the need for training one of their representatives as a health volunteer. If the Board was ready to formulate a training programme for health volunteers, AKRSP would be willing to get health volunteers selected by the concerned VOs and provide necessary facilities for conducting the training at Gilgit at the Extension Training Centre. Similarly the VO being fostered by AKRSP, could be used by Central Health Board for extending women's health programme suitable for the area. In regard to agro-industries, the GM explained AKRSP's experience in the field of marketing and its encouraging results and requested assistance from IPS in processing and drying of fruits. As regards provision of additional credit, GM pointed out that there was no lack of capital of the small farmers and recovery of loans. AKRSP was in no position to guarantee recovery of loans which are given without obtaining guarantees from village organisations. His own experience has been that loans given through the VOs have been recovered 100%. Loans given by banks on individual basis, is the responsibility of the banks concerned.

There was consensus that the valuable experience achieved as pointed out by the Vice Chairman, should be exploited to its maximum, by all the institutions under AK network and that a meeting should be held between the representatives of the Central Institutions and AKRSP at Gilgit to identify areas of cooperation and coordination.

After the meeting, Mr. Ahmad Ali Merchant, Chairman, Central Education Board hosted a lavish dinner at his newly constructed house in Clifton.

1. AKRSP created an infrastructure that could be used by any development agency as a receiving mechanism.

April 1, 1985

NOTE FOR THE RECORD

Subject: Collaboration with the Central Health Board and follow-up visits.

The GM took off from Gilgit airport at 1100 hours and after picking up Dr. Eugene Boostram, Programme Officer Health, AKF (Geneva), Mrs. Boostram, Dr. John Dan, Goitre Specialist UNICEF, Mr. Julian Lambert, UNICEF Islamabad, Mr. Akbar of Central Health Board at Islamabad and the Commissioner, Malakand Division Mr. Shamsher Ali and his DIG (Police) Mr. Mazhar at Saidu Sharif reached Chitral at 1600 hours. Since the district administration had arranged a polo match in honour of the visitors, the group drove straight from the helipad to the polo-ground and witnessed a thrilling match of polo between the two local teams. From the polo-ground the group drove to the Governor's cottage where a discussion took place between the group, the divisional administration, the district administration (DC. Mr.Ehtisham Khan, Agency Surgeon Dr. Mohammad Shah) and Mr. M.P.Bhandara, Member National Assembly, who happened to be staying at the cottage.

Explaining the purpose of the visit, Dr. Boostram outlined the CHB's plans in collaboration with UNICEF to cover the district Chitral against goitre. Dr. Dan identifying the target groups classified them in the following categories:

Priority I Category: Women of child bearing age i.e. between 15 to 40 years old;
Priority II Category: Children between the age of 0-5 years;
Priority III Category: Children between the ages of 5-15 years and
Priority IV Category: Males over 15 years.

Mr. Lambert pointed out that the capsules and injectable would provide to 2-3 years of popularizing iodized salt. On GM AKRSP's query whether a repeat operation after 2-3 years would be possible if iodized salt is not fully accepted by the population, both Dr. Boostram and Mr. Lambert replied in the affirmative.

Mr. Bhandara made an impassioned plea for linking the goitre control programme with the EPI. However, both the Commissioner and the Agency Surgeon felt that this would delay the coverage of the goitre programme because there were only 7 EPI teams in the district and people were expected to visit the teams to get the immunization done instead of the team visiting villages to do immunization.

The GM describing the situation in the south of Chitral stated that the programme will have to cover roughly a total population of 135,000 spread over nearly 200 villages and hamlets. The AKRSP has organised 62 VOs in south Chitral and volunteers from these villages could be motivated to undertake the administration of capsules. The DC offered motivation through his staff covering nearly three to four thousand population. In the meanwhile Col. Murad of the Chitral Scouts who had also joined the discussion, offered his fullest support to the campaign and promised to administer the capsules to his Javans and their families.

The Commissioner offered all assistance from the local and divisional administration in making the campaign a success. Dr. Boostram stated that the plans were to cover the entire Chitral area immediately after the month of Ramzan and before the advent of the next winter season.

On the question of popularizing iodized salt, it was mentioned that the UNICEF assisted salt factory in Peshawar was not able to market all the salt, it was producing which was only 20-25 percent of its capacity. Dr. Boostram cited the experience of Northern Areas in this regard and a suggestion was made that Brig. Shafi may send his representatives to Chitral area to ascertain the needs of the area and to make recommendations how the salt could be made popular in this area.

April 2, 1985

Dr. Boostram and his group along with the Agency Surgeon and the AC Buni visited the area for an on-the-spot study of the goitre situation.

The GM along with the Commissioner, the DIG, the DC, the Commandant Chitral Scouts, the SOU (Chitral) visited Sufed Arkari where the group was met by about 300 villagers led by Syed Hassan Ali Shah, Member of the district council from the area. Master Zar Mohammad informed that the villagers represent 800 households of the area. In the dialogue with the group, the following information was given:

Village Bisti Paeen

- No. of households 44
- Organisation formed Last week

- Total memberships 64
- President Mian Gul
- Manager Mansha Khan
- Savings Rs. 3,200 with the resolve to save Rs. 80 per week.
- Priority problem identified. Link road and an irrigation channel.

Village Bisti Bala

- No. of households 30
- Total memberships 40
- Organisation formed Last week
- Savings accumulated Nil but resolved to save Rs. 40 per week.
- Priority problem identified Link road and an irrigation channel
- President Syed Mahmud Shah
- Manager Gul Murad

Village Rahimabad

- No. of households 60
- Total membership 60
- Savings accumulated Rs.2,760 with the resolve to save Rs.60/- per week.
- Priority problem identified Irrigation channel
- President Adina Beg
- Manager Zar Ahmad Khan

Village Sufed Biar

- No. of households 80
- Total memberships 80
- Organisation formed January 1984
- Savings accumulated Rs.4,500 with the resolve to save Rs.80 per week.
- President Rehman Shah
- Manager Abdul Jabbar
- Priority problem identified Irrigation channel

Village Siah Biar

- No. of households 75
- Total membership 65
- Organised formed December 1984
- Savings accumulated Rs.3,150 with the resolve to save Rs.65 per week.
- President Zar Mast
- Manager Zar Khan
- Priority problem identified Irrigation channel

Village Palpanie (Afzal Abad)

- No. of households 44

Only Syed Maqbool Qasim of the village was present who promised to convey the message of AKRSP as given by the GM to the villagers and motivate them to form and organisation.

Village Oveer (Rabat)

- No. of households 150

In this case, also there were only a few villagers present who promised to motivate their villagers to organise themselves.

The SOU Chitral (MSK, AJ) informed the villagers of their visit on 10.4.1985 for 3/4 days to hold second dialogues with the VOs and the GM promised to visit the area gain once the VOs had understood AKRSP terms of partnership and expressed willingness to collaborate with the programme.

The group next landed at Madak Lasht which was at the same altitude as Sufed Arkari i.e. 8,200 feet but because of the surrounding forest, it was biting cold and very soon people of the group were shivering. The meeting at the local rest house was arranged by the President of the VO Hamza Khan who is also member of the District Council. He gave the following information about the VO:

- Number of membership — 116 representing 302 households.
- Organisation formed on — 8.9.1983
- Savings accumulated — Rs.4,500
- PPI undertaken — Repairs and headwork of five irrigation channels totalling 1,000 feet.

It was stated that three of the channels have been completed and two remain to be done. The reason for slow progress was assigned to the cold weather. Two installments of Rs.44,000 have also been utilised and a third instalment is being asked for issuance.

The livestock specialist from the village was trained at Gilgit but was not present in the meeting as he had gone for some work to Chitral. Obviously the VO was not very active for the simple reason that the President does not live in the village most of the time. The meetings are not held and savings are not accumulated. The President wanted another three schemes to be sanctioned for the area. The GM explained to him the concept of AKRSP and informed him that on the basis of the past performance, unless the VO improves, AKRSP would be forced to terminate its collaboration with the VO. The President and the members promised to make the necessary improvement. The SOU will have to make more frequent visits to the VO, although the communications are very bad, to make the villagers understand the concept and vision of AKRSP.

The group returned to Drosh where it was joined by Dr. Boostram's party a couple of hours later. After a lavish lunch (accompanied with Scottish band) by Col. Murad, the party returned to Islamabad by 1800 hours, disembarking the Commissioner and the DIG at Saidu Sharif.

May 9, 1985

NOTE FOR THE RECORD

Subject: Meeting with the representatives of AK Education Establishment for the Northern Areas, Gilgit.

Participants:

- Mr. Robert d'Arcy Shaw — Director of Special Programmes, AKF Geneva.
- Mr. Mubarak Shah — Adviser, AK Central Education Board for Pakistan.
- Mr. Dadu Khan — Director, Inspectorate of the Diamond Jubilee Schools
- Mr. Shoaib Sultan Khan — General Manager AKRSP
- Syed Mutahir Shah — Programme Social Organiser
- Mr. Izhar Ali Hunzai — Programme Officer AKRSP

The meeting was arranged at the request of the GM AKRSP to discuss the latest developments in the proposed self-help schools.

Briefly explaining the background, the GM observed that AKF (Education) had entrusted AKRSP to explore the possibility of promoting self-help schools in the non-Ismaili areas through its VOs. Pursuing the matter further, AKRSP approached three VOs in a predominantly Sunni area and has got positive response to the idea. The three VOs are prepared to jointly construct a girls primary school on the conditions laid down by the AKF (Education). AKRSP at this stage wanted to know what the AKF Education had to say before making any further commitment with the villagers.

Mr. Mubarak Shah appreciated AKRSP assistance and suggested to take up the matter with the Government, Education Department and the AK Housing Board which are other partners to the whole scheme.

However, it appeared from the discussion that neither AKF nor the Government Education Department had fully worked out the details of this collaborative programme as the status and ownership of these schools remained still undecided. In a separate discussion with the GM, Col. Mohammad Ali, the Director of the Education Department for Northern Areas, had indicated budgetary constraints on accepting an outright staffing responsibility of the programme. The GM felt that the Government Education Department might agree to provide one or two teachers but a permanent commitment was unlikely to come through.

Mr. Robert Shaw recollected that AKF (Education) budget for 1985 included six self-help school rooms for the non-Ismaili communities of the Northern Areas. However, the progress on this particular project has not been as good as it was expected to be in the original plan. He attributed lack of coordination with the Government to the drastic difference of procedures in the two agencies.

Mr. Robert Shaw volunteered to discuss the matter with Mr. Ward Henewald. Meanwhile Mr. Mutahir Shah will arrange a meeting for the representatives of CEB Inspectorate and the Housing Board with the concerned VOs.

It was agreed that AkRSP's role in this programme was limited to the identification of target beneficiaries and securing the agreement of the villagers to implement the project collectively. However, *it was clear that in providing this accessibility, AKRSP staked its own creditability because the implications of a non-workable programme can adversely affect its hard-earned creditability with the rural population.*

It was decided that no further contacts will be made with the VOs for this purpose until a firm decision is taken by all the concerned parties for the implementation of the first identified project.[2]

The GM thanked Mr. Mubarak Shah and Dadu Khan for their time.

2. Don't make a promise you cannot fulfill, cardinal principle of building trust with the community.

April 19, 1985

NOTE FOR THE RECORD

Subject: Visit of the AKRSP BOD to NAs & Chitral.

April 19, 1985

The following Directors arrived Gilgit by the helicopter at 1200 hours:

1. Mr. Ramzan Merchant — Chairman
2. Mr. Guillaume de Spoelberch — Director
3. Dr. Amir Mohammad — -do-
4. Mr. Robert d'Arcy Shaw — -do-
5. Mr. Nizar Mecklai — -do-
6. Mr. Iqbal Dossani — -do-
7. Mr. Afzal Ali — -do-

The Directors drove straight to AKRSP offices and after meeting the staff in their respective office rooms, commenced the meeting of the BOD at 1300 hours which lasted till 2000 hours. From the Board meeting, the Directors went straight to HWK's residence who had hosted a dinner in their honour.

April 20, 1985

The Chairman along with M/S Spoelberch, Nizar Mecklai, Iqbal Dossani, Afzal Ali, SSK, HWK and KJ took off from Gilgit airport at 0830 hours and landed at Bombagh channel site at 1000 hours where the group was greeted by SOU Buni (MK, SA) along with about 50/70 villagers. The party inspected the Bombagh channel which is 26,400 feet long including 1000 feet of rocky area. The improvement and expansion of the channel at a total cost of Rs.266,000 would bring 250 acres of new land under irrigation belonging to 52 members of Bombagh VO representing 43 households. On Bill's query about the number of mandays, the figure quoted was 7,000 skilled and 8,000 unskilled mandays. The increase in water supply has been seven times from one cusec to seven cusecs. On Chairman's query, the following information was given:

It is a two-crop area and the total membership has increased to 60 members who have accumulated Rs.14,000 as savings. The VO took loan of Rs.32,036 for fertilizer which would be repaid by the due date i.e. April 28, 1985. Recounting the benefits by the improvement and expansion of the channel, The Manager of the VO informed the Chairman that due to increased water supply, their fruit trees have started bearing fruits and also enabled them to plant 3,500 new fruit trees and 4,000 other trees. The Chairman congratulated the President of the VO Muzaffar and the Manager Sardar Alam and other members on their splendid achievement and prayed for the prosperity and well-being of the VO.

Mr. Afzal Ali who belongs to the area, stayed back at Bombagh and with SOU (Buni), the group next landed at Parawak channel site. This is a siphon irrigation channel which is estimated to cost Rs.962,000. This is the most expensive village project undertaken by AKRSP and the bulk of the cost is accounted for by 5,000 feet of 8" pipes. The PPI is expected to benefit the following VOs:

1. Miragam with 85 households
2. Parawak Bala with 97 households
3. Parawak Paeen with 140 households

Their savings were reported to Rs.7,701, 12,786 and 19,300 respectively. More than 200 persons greeted the party on arrival. The Chairman was informed that nearly 3,000 feet of surface channel has been completed by the members of the VOs from March 24 for which no payment has been made and a request was made for payment for labour as has been done by AKRSP in case of other PPIs. SSK explained the strategy and methodology of AKRSP and underlined the fact that AKRSP's resources were limited and the help it could give to the VO, was only to complement and support the villagers' effort. AKRSP could never fully compensate them for their labour, determination and will. AKRSP's main source of strength was the villagers will and determination to participate in the process of development to improve their situation. SSK explained His Highness' vision of making villages in these isolated valleys self-reliant and independent in as many areas as possible. On the question of procurement of pipes, SSK clarified that the implementation and maintenance of a PPI was the sole responsibility of the VO. However, whatever technical support is needed, for example to determine quality and specifications of the pipes, would be

provided by AKRSP. SSK's talk had the desired effect on the members present and they promised to their utmost in completing their project which was their own and also admitted that the help being given by AKRSP was sufficient. One of the office bearers of the VO thanked for the explanation.

Next the party landed at Kargin and inspected the 250 feet protective bund under construction. The village has already constructed 600 feet of wooden and stone bunds and are now in the process of constructing 600 feet of G.I. wire crated bunds. Syed Abid Shah Manager of the VO gave the savings as Rs.28,060.

At Mastuj the office bearers of the VO greeted the party and informed the Chairman of the near completion of the seven miles channel. On a query as to what they were going to do with the additional Rs.300,000 received by the VO from the Governor of NWFP, the Manager informed that the members had worked on the channel on a daily wage of only Rs.15 per day and since June 1984, no one has received even that payment. They will use part of the additional grant in paying wages and the remainder in increasing the savings which currently amount to Rs.44,000. They explained to the Chairman and other members the immense benefits that would accrue with the construction of the new channel.

As it was lunch time when the helicopter started negotiating the Shandur Pass, it was decided to have lunch, literally on roof of the world. At 12,500 feet the Pass was still substantially covered with snow and the lakes were frozen solid.

After lunch the party landed at Terru and viewed the newly constructed Terru channel which was completed last year and has benefitted 215 households who have now accumulated Rs.30,130 as savings. The livestock specialist trained at the AKRSP Training Centre, explained his working. On Chairman's query about the formalization of the VO, the members reacted positively to the proposed change in their status. They also informed about the existence of a DJ School in the village. On Bill's query if the villagers were aware that their village has been introduced to the world through "Valleys in Transition", some of the members enthusiastically received the information.

At Sarabal the Directors saw land development in action where 447 kanals of new land is being developed by 67 members. Currently 100 kanals are being planted with trees and 50 kanals with fodder. Their accumulated savings has been Rs.11,000 and they have benefitted from the 4-1/2 miles long Phander channel along with three other villages. The Directors also saw land development being done by the adjoining VO of Jafer Abad.

Since the village supervisor of the area was also present, the Chairman enquired about his functions and activities. The village supervisor covered 19 adjoining villages covering a span of 34 miles and tried his best to visit the VOs atleast once a month. According to him the VOs were functioning properly. On a lighter vein, the Chairman remarked that the stones they had taken out, would be of great value in Karachi. The village supervisor requested for a firm order to enable him to supply the stones.

Next the party landed at Hassis which completed its 10,200 feet PPI in one month (3.2.84 to 33.84) at a total cost of Rs.78,878. The VO has 133 members and has accumulated Rs.42,700 as its savings. The Manager informed the Directors that with the improvement and expansion of the channel, the water has increased six times increasing individual holdings by 33 kanals. Plans were afoot to develop 3 kanals immediately per member for which land development loan has been requested, without such loans the members were forced to go out of the village to earn a living. The Directors were informed that the VO has already planted approx. 30,000 trees.

On Chairman's query, he was informed that it was a one-crop area. The Chairman wondered if the Senior Agriculturist could do something in this regard. The members of the VO expressed their happiness with AKRSP and the Chairman prayed for their prosperity.

At Dalnati the party met Manager Latif and other members of this entirely Sunni village where the VO has not only constructed protective works but has also fully repaired at their own cost which was damaged by last year's unprecedented floods. According to the villagers, their village was saved by the protective bunds. Manager Latif informed the Chairman and other members that with the advent of AKRSP, the villagers have been awakened from sleep. They have learnt the value of collective work and collective savings which totalled Rs.22,000 of 58 members representing 40 households. He also informed the Chairman of the VO's plans to reclaim land with land development loans awaited from AKRSP.[3]

After an aerial view of the Skarkoi irrigation channel which has ensured regular and sufficient water supply to 85 households for the first time during the months of March to May, the party landed at Gilgit airport by 1545 hours.

The GM and the MG hosted a dinner in honour of the Chairman and the members of the BOD at Chinar Inn which was attended by all the senior officials present at station.

April 21, 1985

The Chairman accompanied with Dr. Amir Mohammad, Mr. Spoelberch, SSK, HWK and KJ took off from the Gilgit airport at 0900 hours and in less than a few minutes landed at Shikyote irrigation channel site on top of a mound. The members walked along the newly constructed 10,000 feet long channel for part of the way. On Dr. Amir Mohammad's query the cost of construction

3. Significance of investment in social infrastructure.

was said to be Rs.100 per 100 running feet of the channel.[4] It is likely to bring 831 kanals of new land under irrigation belonging to 90 members of the VO which was formed in January 1984 and has accumulated a total savings of Rs.7,000. As regards water distribution, the members informed that with the construction of the new channel, the problems would be completely solved and each member could have as much water as he desired.`The members assured the Directors of satisfactory arrangements for maintenance of the channel and against damage by animals.

At Hanzel the Manager of the VO informed the Chairman about the formation of their organisation in December 1983 and accumulation of Rs.19,984 as savings. Their channel, which the BOD inspected, was begun on 19.11.1984 and is expected to be completed within a month, if they are able to get a compressor. In the meanwhile tree planting along the completed channel has been taken in hand. The VO has also availed of the fertilizer credit and training facilities for village specialists. Here also the VO Manager informed that with the construction of the channel, the supply has been increased tenfold thereby solving the problem of water distribution. He assured the Directors of converting the command area of the channel into greenland within a couple of years. The Manager of Hanzel, another Sunni village like Shikyote, spoke highly of the cooperative spirit of his co-villagers.

From one extremity of Gilgit Tahsil, the party flew to the south-west extremity and landed at Shahtote, where 26 households are trying to turn 760 kanals of their barren land into an oasis. The SO Gilgit Ikramullah Jan accompanied us, whereas the Architect Engineer Essa Khan had met the party at Hanzel.

At Shahtote the party was greeted by Sultan Hamid, Intern SO recently confirmed as SO Gilgit since Ikramullah Jan is likely to shift to Baltistan. The Manager and members of the VO explained their village plan and also showed the completed channel and the area recently planted with trees, to the members. They also informed the Directors of the performance of their livestock specialist and thanked AKRSP for helping them in their isolation on poverty. The Chairman appreciated their brave effort and prayed for their prosperity.

Next the helicopter headed towards Nagar and in the Bar valley landed at Murad Abad where 150/200 villagers of Budalus, Dudalus, Bar and Khaskar (Sadiqabad) met the Directors along with Noor Mohammad, SO and Hamza Khan, SE. NM introduced the Directors to the gathering and also explained the details of the four projects being undertaken in the area at a cost of Rs.250,000. The office bearers of Murad Abad VO explained their village plan comprising development of 1000 kanals of barren land for crops, orchards and forest. They regretted their inability to plant 10,000 trees in the current season due to the late completion of the irrigation channel. They also explained their plan to cross-breed cows with yaks for which purpose they had purchased a yak from Hanuchal area. They also requested for training facilities for the livestock specialist. The Chairman instructed the GM to arrange such facilities at an early date and prayed for the prosperity and well-being of the people of the Bar valley. The villagers thanked the Directors for their visit and expressed gratification at the assistance they were receiving from AKRSP.

At Chalt where four organisations are collaborating to bring the Kurkundas under irrigation through siphon irrigation. The party was met by 100/150 villagers who showed the Directors the newly laid 1,000 feet pipes which had been joined by the village artisans. Four thousand feet of pipes remain to be fixed and according to the President of the Chalt Bala VO Mr. Latif is likely to take another month. One of the notables welcomed the Directors to the village who had already garlanded the Directors. The future planning of the Kurkundas was explained and also a reference was made to their dispute with village Rahbat Bala which forced them to take the water for the Das from the lower channel thus reducing the total command area by one thousand kanals to four thousand kanals. *One of the members of the organization complained against the refusal of the VOs to give him and some others land in the Kurkundas area. SSK asked them to settle these disputes themselves as AKRSP was not competent to settle such disputes*.[5]

From Chalt the helicopter flew to Gawachi siphon irrigation channel site. This is the extreme Gilgit Sub-division village towards north; thus this morning the Directors were able to visit all the villages at the extremities of the Gilgit Sub-division besides visiting the Bar valley in Nagar Sub-division. The Directors were greatly impressed by the expertise and acumen of the villagers of Gawachi after seeing the 400 feet of 8" pipes suspended over a chasm 500 feet above the ground. Dr. Amir Mohammad described it as fantastic and probably not feasible from an engineering point of view. He observed that if he would not have personally seen it and only have been shown a photograph, he would have thought it a camera trick.[6] Mr. Spoelberch commented that such trips make paper work at Geneva worthwhile. The Chairman greatly commended the performance of AKRSP in guiding and motivating the villagers and also suggested preparation of a one page history of each PPI village.

On return to Gilgit, the Directors spent half an hour at the office to allow the helicopter to be refueled. Mr. Nizar Mecklai, Mr.Iqbal Dossani also greatly appreciated and praised the achievements of AKRSP. Mr. Dossani observed that he found much more done than what he had expected. The following comments were made in the Visitors' Book:

4. When people build the infrastructure the cost is amazingly low.
5. Don't patronize people, treat them as responsible partners. Let them solve their dispute themselves.
6. People together can perform miracles.

Mr. Ramzan Merchant ...Chairman, AKRSP Board of Directors/Aga Khan Foundation (Pakistan)

“I visited a number of villages during two helicopter missions on April 20 and 21, 1985 and I was tremendously impressed with work done by villagers under guidance of AKRSP and particularly its General Manager Shoaib Sultan Khan and Hussain Wali Khan. I congratulate all the VOs and all members of staff of AKRSP concerned with the work and project. Well done”.

Mr. Bill Spoelberch... General Manager, Aga Khan Foundation, Geneva.

“The work being done here and the changes reflected in the villages, is tremendously inspiring. Congratulations to all involved”.

Dr. Amir Mohammad ...Chairman, Pakistan Agricultural Research Council, Islamabad.

“Very inspiring and impressive achievements. A truly missionary job which is transforming abjectly poor rural communities”.

NOTE FOR THE RECORD

Subject: Visit of AKFC Awareness Group

November 5, 1985

The AKFC Awareness Group with their team leader Mr. Zulfikar Lalji (ZL) and escorted by Zahir Meghji and Nizar Mecklai arrived in AKRSP office at 1030 hours. The members of the MG introduced themselves individually. Then ZL introduced his team members one by one. Valley in Transition was shown to the group followed by detailed briefing by the GM. During briefing session the guests were entertained with tea and cookies as well. GM and the MG replied to various questions asked by the visitors. At 1230 hours the group accompanied by GM, HWK and ZA left for Hanuchal. On the way they were served with packed lunch and soft drinks. They also photographed the majestic snow clad peaks of Nanga Parbat.

The group at Hanuchal was received by SH (SO Gilgit), EK and members of the VO at about 1415 hours. All the members including ladies led by SSK bravely climbed up to the water channel and also went up to the source of the water. They also witnessed the work in progress on the channel. Some group members talked to the VO members individually and praised their efforts and hard work being put in for the construction of the channel. The group departed Hanuchal at 1530 hours and arrived at Yarkut at 1715 hours and visited the water storage reservoir and then the guests departed for Gilgit Jamat Khana to say their prayers. SSK, HWK and ZA returned to the office.

November 6, 1985

The group accompanied by ZA and MD boarded the coasters for Passu at 0815 hours at Serena Lodge. On their way they witnessed the Rahimabad Link Road. Group members travelling in one coaster stopped at village Shishkat to see the DJ School constructed on self-help basis and then arrived at Passu project site and saw the completed irrigation channel. Then they stopped at the new land that came under irrigation after completion of the channel and got down the coasters. It was a beautiful sunny day and were served with packed lunch and soft drinks. ZA explained as how this new land is going to be developed collectively by the VO members. The group also saw the forest nursery being developed. ZL praised their efforts and said it is difficult to visualise from reports the efforts by VOs are being put in for development and remarked “Seeing is believing”.

The visitors then arrived at Passu village where village men and women had gathered in the school. ZL introduced members of his group one by one. ZL in his speech said that they all have come from as far as Canada to see the development work being done by AKRSP and the villagers of Northern Areas. He further said that they all are very impressed with the remarkable work being carried out. ZL promised that he himself and the members of this group on return to Canada would put more efforts to generate more funds for further development of Northern Areas.

The President of the VO Mr. Ahmed Karim welcomed the guests and thanked them for visiting Passu. Then the visitors individually talked freely to VO members. The group was entertained by delicious Passu apples by VO members. Before boarding the coaster, they visited a nearby house and went inside it. They were much impressed with the simplicity and cleanliness of the house.

The group left for Aliabad Hunza at 1400 hours and arrived Aliabad at 1500 hours. The group was then taken to the Jamat Khana where women and men of Central Hunza VOs had gathered. ZL introduced the group members and said that they all are very pleased to be in Hunza. They intermingled with people and chatted with them freely. The group also visited the nearby Aga Khan Health Service Centre. Before boarding the coasters, all the members expressed their extreme satisfaction for the day’s visit and talking to men and women. The group returned to Gilgit at 1815 hours to attend the dinner hosted by the AKRSP at Serena Lodge.

June 18, 1986

NOTE FOR THE RECORD

Subject: Meeting of the Management Group with Mr. Robert d'Arcy Shaw, Dr. Amir Kassam, Mr. Andrew Weir and Professor Gordon Conway.

Participants:

Robert d'Arcy Shaw	(RS)	Director of Special Programmes, AKF Geneva.
Amir Kassam	(AK)	Chairman, AKF UK
Andrew Weir	(AW)	Programme Officer, Rural Development, AKF Geneva.
Gordon Conway	(GC)	Consultant
Alim Mian	(AM)	Consultant
Jamil Ahmad	(JA)	Consultant'
Shoaib Sultan Khan	(SSK)	General Manager
Zahur Alam	(ZA)	Programme Sr. Agriculturist
Ijaz Hussain Malik	(IHM)	Programme Senior Social Organizer
Tariq Husain	(TH)	Programme Economist
Al-Nasir Babul	(AB)	Programme Livestock Specialist
Ikramullah Jan	(IJ)	Programme Social Organiser
Maliha H. Hussein	(MHH)	Programme Audit Officer
Zahir Meghji	(ZM)	Programme Monitoring Officer
Nabeel A. Malik	(NAM)	Programme Officer ... Recorder

The GM asked RS to start the meeting. RS congratulated the staff on the 13th Progress Report and said that the programme was perceived by the government of Pakistan and the donor agencies as proceeding very well. The first item he wanted to share his thoughts with the MG was funding over the next 3 years. By mid-87 he foresaw three block of money, one for each district. RS added that AKRSP would also drop some of the smaller donors. He said that after an anticipated successful evaluation, he saw the situation as follows:

(i) CIDA money would be sufficient for Gilgit district and most of the headquarters expenses.
(ii) Possible sources of funding for Chitral area (a) ODA bilateral aid; (b) USAID and (c) portion of IFAD funds.
(iii) There were three or four possibilities for Baltistan and these include; (a) Dutch Government; (b) GTZ; (c) USAID or ODA and Italians in the long run.

The next item RS wanted to discuss was the timing and content of the strategy paper. He apologized for not being able to send his reactions earlier to Gilgit. He noted that a considerable amount of thought had gone into the effort but he felt that it lacked sufficient coherence and it might be necessary for another go around. In particular, he said there was no coherence between sections. Each section seemed to have a different geographical and time frame in mind. There was also considerable variations in the organisation of the papers. he suggested that a common format ought to be followed and he also gave a possible order for the strategy paper, which is listed below:

(a) A introductory chapter which gave the principles on which AKRSP based its operations and the future directions of the Company.
(b) This would be followed by the write-ups of individual sections. For each section, the strategy paper could follow a common pattern. In the:
    (i) First part the challenges facing the sections and opportunities would be discussed;
    (ii) Second part should be a clear statement of objectives developed from the opportunities and challenges;
    (iii) The Third part should focus on the approach the section wants to adopt to meet the objective. A clear policy should be stated with specific mechanism to be used;
    (iv) Fourth part should list the range of activities with priorities and a time frame;

(v) Fifth part should be a highly specific section on inputs, staffing requirements etc., and
(vi) Final part would be an action plan and with what it would start.

An additional problem would be integrating "Women in Development". If one follows a vertically integrated approach to development, then how is the question of women going to be handled? `RS said that he would be discussing individual comments with each section later on in the day. He noted couple of points, one of which was that there was nothing in the strategy paper in its present form about the formalization of the VOs and steps that need to be taken for this process. The other point concerned Diamer. RS suggested that Diamer ought to be left out of the phase two strategy papers.

RS then went on to talk about the upcoming evaluation by OED of the World Bank. He said that the most important preparation for this evaluation would be the strategy paper exercise. Other preparatory work included the collection of basic information, unit costs and benefits of the projects. It was agreed to have the first draft of the second phase strategy paper ready by the end of July 1986.

AK also talked about the upcoming evaluation. he said that he had spent his time at Gilgit going over with the MER on how they will tackle the task. He tried to gauge how they saw the issue and the problems. He also said that he had not sufficiently gone into the details of the kinds of issues that might emerge.

TH suggested that MER could in the time left before the evaluation pretend to conduct an external evaluation while being careful not to preempt the Banks' evaluation. RS, however, was of the opinion that it would not be worth diverting the attention of the whole programme to such an exercise at this stage. He said that given the limited time, the bulk of the time should be spent on the strategy paper. SSK, then expressed his thoughts on the matter. he said that in his view the strategy paper and our own internal preparation was very important. Along with this should be cost-benefit studies and an analysis of factors contributing to income generation. If this increase in income could also be quantified, that should be useful. In terms of a plan for the field visit of the team, a plan would be drawn up after learning the number of days the World Bank team had reserved for field visits. RS promised to notify Gilgit as soon as he learnt of these plans.

Finally GC gave details about his consultancy. He said he was also in the process of preparing a 2-3 page brief on the past year for AKF (UK). He recalled that his first visit was in last May. This trip serves a familiarizing expertise. He also ran a workshop on agro-ecosystem analysis and a publication had resulted from this effort. He was back that September with a view to train the SO. He had a session on rapid rural appraisal with them and everything went quite well. He was back again in November and had a training session on how to put together a report with analysis for the SOs. He also conducted an RRA on winter-feed. He also asked the SO to each do a village study independently. Unfortunately some of the reports were burnt in a hotel fire in Washington DC. Of the reports he had seen, he thought that Mohammad Yar Khan's report was very good. in terms of training the SOs, he found some of them quite capable of doing very well. He thought that the diary is not that appropriate form for gauging the grasp of the IRA by the SOs. He said that he was trying to put together a standard format which could be used by the SOs.

GC then recapped the sustainability session. Finally he briefly went over the objectives of Mehreen Hussain's zoning study. SSK agreed with GC that the idea of the standard format was very important. RS added that he felt it critical that the agro-eco system technique contribute to the village planning process. GC felt that the discussion of the future of the village needs to be institutionalised in the VO and the SOs contribution to this is crucial. Finally GC told the MG that he was taking a sabbatical in Washington DC and would be in touch with USAID people. He said he hoped he could help in setting up a dialogue between USAID officials and AKRSP.

NOTE FOR THE RECORD

May 31, 1986

A special meeting was arranged by the Chairman, AKRSP Board of Directors between Mr. Shoaib Sultan Khan (SSK) and Mr. Aziz Currimbhoy (ACb) of the Aga Khan Health Services (AKHS) in which Mr. Hakim Feerasta and Mr. Zahir Lalani also participated. The meeting discussed the AKHS proposed Primary Health Care Programme for Northern Areas. ACb stated that after the Islamabad meeting of SSK with PHC Team (in which ACb did not participate), an impression has been created that on the subject of PHC coverage for Northern Areas, AKRSP and AKHS appear to be on "Different Wave Lengths". In ACB's view there was need to clarify firstly the management issue namely as to who will manage PHC and what facilities AKRSP is in a position to provide. In other words a delineation of responsibilities is required and secondly the nature of the PHC package. Here again the impression carried by the Team was that AKRSP felt that the present package would take too long to spread. They would have preferred training of a large number of health volunteers with refresher courses to enable them to provide a basic health cover which currently is not existent and for which a demand has been made by the Village Organisations.

ACb explained that the package proposed by AKHS with built-in intensive supervision is a tested and successful package. The only problem is its downstream cost which comes to about Rs. 50 per capita per annum and manpower constraint i.e. availability of doctors and lady health visitors for the Northern Areas.

SSK explained that the package being offered by AKHS is an excellent package and although he has not discussed with the VOs but he had no doubt that the VOs would be very keen to accept even embrace the package. The only problem was whether AKHS would be in a position to give it to all the VOs if they wanted it. It was for this reason that AKRSP advocated a more wider cover with a less capital intensive package. ACb was of the view that the health guard scheme failed in the Northern Areas and in many other regions of the world for lack of intensive supervision and AKHS would not like to embark on a scheme which is doomed to failure from the start.

The Chairman enquired of ACb of the expectations of the AKHS from the Community Health Workers/TBAS. ACb explained that in addition to treating minor ailments, the volunteer is expected to maintain growth charts, provide health education and undertake other preventive measures. The Chairman opined that without remuneration, the volunteer will not be able to undertake these functions. ACb mentioned that in the original proposal AKHS was proposing payment of honorarium to the volunteers but it had given up the idea now. At the behest of the Chairman, SSK explained the system of remuneration for village cadres namely managers and specialists, installed by AKRSP. The remuneration is directly linked with services provided with tangible benefits. The Chairman observed that it would be difficult to persuade villagers to pay for non-quantifiable benefits.

ACb stated that it was to clarify these issues that he plans to visit Northern Areas, along with some other members of the PHC Team to have detailed discussions with AKRSP and with the VOs from June 25 onwards.

Later in the National Committee meeting of the Aga Khan Foundation in which the following participated:

- Mr. Ramzan Merchant - Mr. Mahomed Jaffer
- Mr. Mohammad Ali Khoja - Mr. Iqbal Qamarali
- Mr. Abdul Rehman Jehan Somji Dr. Abbase
- Mr. Aziz Currimbhoy

AKHS request for support of the planning process from July 1, 1986 to March 30, 1987 was discussed. In his statement, SSK clarified that AKRSP was currently covering 553 villages out of 1074 in the three districts of Gilgit, Chitral and Baltistan with roughly 35,000 families out of a total of 90,800 families in the programme area. The PHC proposal was concentrated on approx. 2,500 families residing in 25 villages. AKRSP was very keen to add social sector dimensions to its development effort in the area and wholeheartedly welcomed AKHS initiative in this direction. What it was concerned was whether the initiative taken in the Singal area, would be replicable in the rest of the AKRSP programme area. As to the management of PHC, the question of its being managed by AKRSP, does not arise because most of its own productive sector interventions were managed, implemented and maintained by the VOs. *AKRSP's` role is only to create an accessibility and the linkage between VOs and the relevant development agency* and in case of PHC, it would be AKHS. What shape of relationship it would take, can only be determined after dialogues between the VOs and the AKHS.

The National Committee members appreciated SSK's intervention and approved the AKHS request for the planning grant.

The National Committee also took up the item for launch Plans for AKRSP (Sind) and in deference to AKF(G)'s concern for undertaking action research approved a planning grant of Rs. one million.

JA and SSK submitted that the focus of the programme is to be on the small farmers which from all available secondary data comprise nearly 70% of the agriculturist (under 15 acres land holders).`The organisation of small farmers would be inevitable

and without undertaking action research in some of the villages of the programme area, it would be difficult to prepare a project document capable of attracting donor interest. The Baltistan case is pertinent in this context. There is considerable secondary data available from revenue records and other reports for *Sind districts*,[7] unlike the Northern Areas which dispels the need for an extended survey. JA pointed out that from his discussions with agencies which have worked in the Sind area, villagers are pretty fed up of the surveys and are not likely to take dialogues seriously if they did not perceive and immediate action component in the survey. He mentioned the ILO survey as an example.

The Chairman agreed that if a need was felt to undertake action research after the initial diagnostic survey, the matter would be reconsidered by the National Committee for incorporating an element of action research.

7. ???

NOTE FOR THE RECORD

Subject: SSK's visit to Karachi, Lahore & Peshawar.

May 14-19, 1986 ... Karachi.

Attended brain-storming sessions of the Northern Areas Response Study Committee including a presentation on village organizations. Detailed notes of the discussions have been kept by the consultants of the committee.

The VO was accepted as one of the vehicles for development interventions of the AK network agencies operating in the area of response which was initially identified as the districts of Gilgit and Chitral.

A consensus was also reached on setting up a coordination committee of the heads of institutions operating or having interest in the development of the Northern Areas and also on formation of an executive committee of the main body, of the heads of Boards, Programmes and Services currently operating in the Northern Areas such as AKES, AKHS, AKRSP etc. The Executive Committee would meet every 2/3 months at Gilgit and each member agency would be represented by the head of the agency or in his absence by the Chief Executive.

Visited the Aga Khan University and Medical College and met amongst others Mr. Shamsh Lakha and Mr. Nasir Pirani.

Visited the Pakistan Steel Mill due courtesy of Mr. H.N. Akhter, Chairman of the Mill.

Called on Dr. Akhter Hameed Khan who is proceeding on a two months tour of United States and Canada. As desired by him, a copy of the Valleys in Transition was made available to him. He would be visiting Northern Areas on his return from abroad. Giving his impressions on the basis of AKRSP documentation received by him during the last six months, he felt that the programme is progressing well and proceeding on right lines.

Held discussions on various issues especially audit with the Chairman, Hakim, Salim, Karim and others. It was agreed that audit would be carried out at Karachi and in case a large number of files or documents are needed from Gilgit, the auditors would send a representative to verify the entries at Gilgit. The audit operations appeared to be moving smoothly with Sultan and Suleman in attendance.

May 15, 1986 ... Lahore.

Held discussions with the Vice Principal of the Pakistan Administrative Staff College on the Participation Report on AKRSP and the Case Study on VO Sherabad/Roshanabad. He also requested for a presentation on AKRSP to the next course on November 11, 1986 at Lahore.

Spoke to Dr. Tariq Siddiqi who expressed his willingness to make himself available for at least two to three weeks to join the World Bank Operations Evaluation Team in September-October next.

Friday, May 16, 1986 ... Peshawar.

Met the Chief Secretary NWFP Mr.Imtiaz Ahmed Sahibzada who expressed satisfaction at the progress of AKRSP in Chitral district and assured of his fullest support for the programme. Imtiaz who had visited Gilgit last year, while Additional Chief Secretary (Development) promised to pay another visit during this summer.

May 17, 1986

Returned to Gilgit by early morning flight as planned. One of the rare occasions when PIA obliged.

October 7, 1987

NOTE FOR THE RECORD

Subject: Discussion between the Management Group and Mr. Guillaume de Spoelberch, GM AKF (Geneva).

Much of this discussion was devoted to the points raised by the Board of AKF regarding an overall approach to the development of the Northern Areas.

The GM AKRSP appreciated the sentiments expressed by the AKF Board. He reiterated, however, that AKRSP's comparative advantage was in promoting agricultural development within the broader efforts of the AKF network. The GM AKRSP emphasized that livestock, pasture and forestry development had the potential to contribute handsomely to the future of the region, that the VO has to accept the responsibility for the management of agricultural development, and that a solid agricultural production base has to be established before agro-industry can pay off.

The GM AKF clarified that the AKF Board was not asking AKRSP to take up responsibility for all aspects of economic development. Indeed, the Board had identified some specific opportunities for individual AK institutions (e.g. venture capital by AKFED).

October 8, 1987

NOTE FOR THE RECORD

Subject: Field visits of Mr. Guillaume de Spoelberch, General Manager, AKF Geneva.

Mr. Spoelberch attended about 45 minutes of the 36th Conference of VO Managers and Presidents, during which the villagers discussed collective management and women's issues. He then departed at 0930 hours for a field trip on which he was accompanied by:

- Shoaib Sultan Khan (SSK) GM AKRSP
- Tariq Hussain (TH) DGM
- Zahur Alam (ZA) PSA
- Karim Jan (KJ) AV Assistant
- Safdar Khan (SK) So Gujal

- Rehmat Ali (RA) Engineer AKHB
- Mubarak Shah, (MS) Adviser AKES

- Erik de Spoelberch
- Ben Shaw, Andrew Lawday and Matthew Smith

Mir Ghazanfar Ali Khan, Member NAC joined the party at Ganesh, the Raja Bahadar Ali Khan, Member District Council, Gilgit joined at Soust.

The first brief stop was the self-help school at Nasirabad, where the party made the rounds of the classrooms. The second stop was Garelth, where several aspects of the integrated farming package (particularly its replicability) were discussed among the visitors. ZA explained the concept in detail. The party stopped at the DJ School at Morkhon, but the school had closed for the day. Prof. Mubarik Shah then returned to Karimabad and the rest of the party proceeded to Soust. After inspecting the channel, tunnel and land development, the party took their lunch by the entrance to the tunnel.

The party arrived at Khaiber at 1500 hours to attend a VO meeting. The following questions were discussed:

1. How has life in the village changed due to AKRSP?
2. Is land development done collectively?
3. What is the major use of the new land?
4. What kind of incomes are available from land development?
5. What are the major women's activities? How do the women manage to handle their increased work load?

The women expressed a strong desire to obtain spinning wheels from AKRSP. The GM explained that these would be made available once they are properly developed for village use.

Upon enquiring about the functions of the 3 full-time paid Chowkidars who work on the new land, TH discovered that these Chowkidars are the first potential water management specialists that we have come across. Their responsibility is to irrigate all of the new land between May and September. Thus, because the land is collectively owned, the irrigation functions of all 55 households are performed by paid employees of the VO. If these 3 Chowkidars are trained in improved water management, the entire village will benefit.

While leaving the VO meeting at Khaiber, the visitors were entertained to vociferous slogans raised by the villagers in support of Mir Ghazanfar Ali Khan and Raja Bahadar Ali Khan. These two incumbents are contesting the elections schedule for next month. Apparently, Mir Ghazanfar has picked up considerable local support as a result of his initiative that led to the 700 KVA Khaiber power station which is ready for operation.

From Khaiber the party drove to the work site on the Shimshal Road and witnessed (actually heard) a series of explosives that were set off to blast through the rock. The villagers present there stated that their road would not have been possible without the assistance of AKRSP and Mir Ghazanfar. On the way back to KKH, the party drove through part of Passu's new land that is being developed.

It was observed that the cement plaque marketing the Shimshal Road project incorrectly identifies the Dutch Government as a donor. Furthermore, the word "Council" is incorrectly spelled. The GM desires that corrections be made promptly.

The last stop of the day was the Karimabad Girls Academy, where the party arrived at 1740 hours over one hour behind schedule. The Principal, Prof. Mubarak Shah and Mr. Rehmat Ali greeted the visitors and explained that they had just finished entertaining a party of Scottish students. The tour of school premises concluded with tea and snacks, including some excellent samosas prepared by the home economics students.

Issues discussed in the jeep between GM, TH and Mr. Spoelberch included: The value of VO Conferences in indicating behavioral change; AKRSP collaboration with IUCN, IIMI and ICIMOD; the forthcoming visit of His Highness the Aga Khan; major agricultural innovations; the future of agriculture in Gilgit; the future of Passu and villages like it; water management, forestry and resource management in the AKRSP/IUCN Pilot Project Area.

The party returned to Gilgit at 2030 hours.

October 18, 1987

NOTE FOR THE RECORD

Subject: Emergency in Northern Areas

It started raining from Tuesday, October 8 night and continued without break till October 12 and is still continuing with very short respites. Half the town is under 2-3 feet water while large parts of the town are without electricity or tap water for the last many days. The government has declared NAs as calamity area. C-130 loaded with relief goods are awaiting fair weather to fly to Gilgit since October 16, 1987.

The telephone/telegraph communication remained disrupted till October 15 and even now is restored for short periods of time only.

The KKH along with all other roads leading to Baltistan, Hunza, Nagar, punyal, Gupis and Yasin remain blocked since October 9. The road to Hunza has been cleared for traffic from October 17. The KKH, Baltistan and Gupis roads are expected to remain closed for next ten days if no further landslides etc., take place.

Frantic contacts, including personal visits, with the Colonel Staff FCNA, Director General FWO (Brig. Furrukh) and Deputy Commissioner Gilgit's (since Administrator was down country) best efforts since October 12, failed to get a helicopter for forty minutes to evacuate Bill stranded at Gakuch, until the FCNA Commander (Major General Bangash) happened to return to Gilgit from Baltistan on October 15th evening. As a special favour, he ordered one of the helicopters to come down from Skardu to lift Bill from Gakuch on Friday, October 16th. Thus Bill did not reach Gilgit till 1400 hours and missed the first three morning flights to Islamabad and so did SSK, who had Editors Luncheon to attend at Karachi on October 17, 1987.

While locally, it was wellnigh impossible to get a helicopter even on payment. Brig. Jan Nadir at two hours notice arranged from Islamabad, the use of FWO helicopter (parked at Gilgit helipad) for evacuating Operation Raleigh Venturers from Passu. Of course, they had the benefit of walkie talkie sets, whereas AKRSP was totally cut off from the rest of the world and even when Islamabad came to know of our plight, they could do nothing. Bill is still here because the flights have not been operating since the morning flights of October 16. It was heartening to receive Bob's cable from Geneva dated October 15 expressing sympathies for the destruction in Northern Areas.

It might be worthwhile exploring prospects of getting facilities of helicopter use to AKRSP in emergencies on the same lines as the Ministry of Tourism gets a blanket facility for mountaineering expeditions in Northern Areas on payment.

October 17-18, 1987

NOTE FOR THE RECORD

Subject: Engagements of the GM, AKF Geneva.

Mr. Bill Spoelberch was perforced detained at Gilgit due to non-operation of flights and closure of KKH. He was rescued by Helicopter on October 16 afternoon from Gakuch, in Punyal Valley, where he had been stranded since October 12, 1987.

Bill called on Major General Humayun Khan Bangash, FCNA Commander, on October 17 morning to personally thank him for detailing the helicopter to rescue him. General Bangash praised the AKRSP activities in the area and assured of his full support to the programme.

Later in the morning, Bill joined in the briefing given by SSK for the *Kalam Integrated Development Project group comprising 17 members including their forestry adviser Mr. Martin Baelocker of the Swiss Inter-cooperation. The group appreciated the importance of village organization and openly admitted the drawback in their project, where social organization is given no importance and consequently all their efforts in involving communities and making them accept obligations prove futile and end in failure.*[8] Baelocker was pleasantly surprised to hear that AKRSP's strategy was based on Raiffeisen's model, because looking at AKRSP he had the gut feeling that it was so similar to what Raiffeisen did in Europe.

On October 18, 1987 Bill attended the certificate award ceremony of the course for Plant Protection and Production Specialists of Gilgit district organized by the DPO Gilgit and gave away the certificates to the trainees. He congratulated them on their successful completion of the course and observed that their real task was now going to begin and if they succeed in increasing incomes of their co-villagers by preventing losses in crops, fruits and livestock, they would be worth of the highest praise.

8. Potential of capital cannot be unlocked without social capital, the key.

NOTE FOR THE RECORD

Subject: Meetings/discussions at Islamabad October 20-23, 1987 and Chitral Visit - October 24-28, 1987.

Finally Bill Spoelberch made it to Islamabad on the first PIA flight on October 20, 1987. Three more PIA flights followed the first flight to Gilgit besides three C-130 flights which carried relief goods and the Minister for Kashmir Affairs and Northern Areas. SSK accompanied Bill in the hope to finalise His Highness' programme of visit to the Northern Areas. However, on reaching Islamabad, it transpired that both Mr. Ramzan Merchant and Mr. Ashiqali left Karachi for Europe the same morning. On Bill's initiative a telex was sent to both of them indicating itinerary of visits to AKRSP projects. Later in the afternoon, Bob informed on phone from Geneva that a tentative programme of His Highness' visit to Chitral and Gilgit had already been drawn up which had hardly any of the visits proposed by AKRSP included. Bill promised to do his utmost to accommodate our requests.

Bill along with Jermy Greenland, Amyn Merchant and SSK called at the British Embassy and met the newly arrived Second Secretary (AID) Mr. Liverington before that, he briefly met Mr. Philip Astley, Development Councillor, outside the embassy, who was on his way to an official luncheon. Mr. Liverington informed that the EAD had initialed the draft agreement and fair copies are now awaiting signatures which were sent by the embassy a couple of days ago. Mr. Liverington who is very new to Pakistan was apprised by Bill of the AKF set up and its programme in Pakistan assisted by Jermy Greenland and SSK. Mr. Liverington promised to avail himself the opportunity, at the earliest, of visiting Gilgit and Chitral.

In the next meeting at UNICEF with Ms Zeba Bokhari, Bill enquired of UNICEF's attitude towards extension of CBS programme in Northern Areas. Since the planned evaluation of CBS has either been postponed or cancelled, Zeba considered outcome of tripartite meeting proposed to be held in the month of November, to form the basis of future UNICEF collaboration. UNICEF expected government to take over monitoring cell as well as some other components of the programme for funding purposes. Bill explained that AKF would not be interested only in supporting more of the same inputs currently being implemented by CBS. Before pledging support to extension of the programme, AKF would be interested in seeing the new concept document by December 15, 1987.

In the meeting at USAID, Rocky Staples updated Bill on the progress made on SRSC and also gave a copy of the report sent to him by Mr. Ejaz Naik. He saw no problem in this connection and expected Bob and Tariq Durrani (USAID Peshawar) to put together a project proposal for Government of NWFP, by end of December for submission to EAD.

SSK dropped Bill, at the Islamabad airport in time to catch the flight to Karachi enroute Geneva and was happy to talk to him next morning on Bill's safe arrival at Geneva, after rather an eventful two weeks in Northern Areas.

On October 21, SSK met the newly appointed Secretary, Economic Affairs Division Mr. Saeed Ahmad Qureshi, who had visited Northern Areas a couple of years ago as Secretary Education and had also visited AKRSP office. Saeed promised to visit AKRSP again and SSK updated him on the progress made by AKRSP including bilateral funding for the programme. The Additional Secretary Mr. Aftab Ahmed Khan on whom SSK also called, assured that the fair copy of the ODA agreement would be signed soon.

SSK called on Secretary in-charge KANA Division Mr. Z.A. Temuri who made detailed enquiries about the havoc caused by recent rains in the Northern Areas.

SSK also called at the office of Secretary Commerce Mr. Rafiq Akhund to thank him for the general exemption he has given to AKRSP from seeking no objection from the Ministry of Commerce for applying for import licenses. AKRSP requests would now be entertained directly by the Chief Controller of Imports and Exports. This would mean not only cutting down delays at the Ministry but would enable AKF to place orders on supplier immediately on receipt of the import license, without waiting for other no objection or even CBR exemptions from duty which could be duly pursued after orders have been placed.[9] Awaiting ministerial no objection and CBR exemptions, have otherwise resulted in inordinate delays in procurement of equipment for AKRSP.

On October 22 met Brig. Iqbal Shafi at the AKF office. Also met Dr. Tariq Siddiqi, Secretary Planning.

On Friday October 23, left Islamabad by the afternoon flight for Peshawar enroute Chitral.

Arrived Chitral on October 24 by early morning flight and after a short meeting with the district programme staff, visited Gram Chashma and Susom valleys in connection with His Highness' visit to Chitral on November 16 and 17, 1987. It was agreed to request HH to land at Shaghore, Droneel, Bombagh and Marthing to meet VOs and see projects.

9. Transformation without power is possible because there are many 'governments' within one government- From Acting Commissioner of Northern Areas demanding land settlement before digging water channels to Secretary Commerce giving exemption from NOC. This diversity of behavior creates opening for new approaches.

In the evening Jermey Greenland and Amyn Merchant requested for a meeting with SSK and the district programme staff, which took place in the Governor's Cottage. The Deputy Commissioner (Mr. Sharif Ahmad), Assistant Commissioner (Mr. Javed) Chitral and Mr. Javed Majid, Project Manager designation of the IFAD project also happened to come at the same time to call on SSK and were invited to join the meeting. Jeremy explained the concept of the Field Based Teachers Training (FBTT) programme and the selection of the Drosh and Gram Chashma government high schools and Ovirk and Breshgram (Susum) D.J. Schools for initiating the programme. Drosh is the only place where there is no VO, however, this should not affect the programme because at this stage, no commitment is required of the VO. The commitment if any is needed from the Education Directorate which should be willing to second untrained teachers to the selected schools for training. Each school will have ten teachers under the supervision of the Headmaster and his assistant for training. 5 Trainees would be on the strength of the school and the remaining 5 shall be paid by the programme. After a full academic years training, the trained teachers would be subjected to an examination conducted by the teacher training board and those declared successful, would be considered trained and qualified. In this whole exercise the VO has hardly any role. The selection of school depends on the willingness initiative and teachers training qualities of the Headmaster. Jeremy thought the presence of the VO in the selected village would still be preferable and SSK assured him that in due course a VO would be formed in Drosh either by AKRSP or by IFAD project. Javed Majid appreciating the FBTT programme, suggested training of unemployed educated youth as teachers in case the programme could be expanded and more schools selected for training. He was willing to provide funding from IFAD project. The DC emphasized improvement in girls education and suggested selection of some of the 76 girls in Chitral for the purpose. He cautioned against mixing of boys and girls schools and advocated an exclusive women teachers FBTT programme for Chitral.

As to the self-help schools programme, the DC opined that there is no dearth of offers for opening and construction of schools in Chitral both under the government, ADP as well as other programmes. IFAD project has no provision for construction of school buildings.

SSK impressed on Jeremy the need for keeping the district programme office fully informed of the activities under ODA assistance by AKES.

On October 25, SSK accompanied by ZA, NAM, DPO team (Mohammad Sabir, Masood, Saleemi, Iqbal, Khilji and Miraj) went to Domail Nisar (18 km short of Arandu) and held third dialogues for VOs Karan, Kumsai, Sherghusht and Sorun. There were over 100 members and their arms were all lined up along the wall to prevent them from firing in the air as a sign of welcome. This was done on express orders of the Commandant, Chitral Scouts because only a day earlier, two Russian helicopter gunships were reported to have been shot down near Arandu. Whatever may have been the atmosphere, the VO members listened patiently to SSK's exposition of the non-communal nature of AKRSP and the development principles on which AKRSP is based. When the terms of partnership were spelled out and obligations of VOs explained, there was no dissenting voice to the acceptance of the terms from the gathering of diehard Sunnis. Mr. Javed Majid of CADP (IFAD Project) also attended the dialogues and after payment of first instalment, the group returned to Chitral with a stop-over at the Scouts Mess and a courtesy call on the Commandant Col. Murad who also showed the video film on the two captured gunships stranded in Turkhow valley. The ships were armed to the teeth and only got stranded due to mechanical default and battery failure. Their stay at Buni was short when they were mistaken for AKRSP helicopter by some and before they could be discovered, had taken off but the engine failure of one forced them to land again in Torkhow. Another five helicopters tried to rescue and locate them but failed to do so prior to that being first spotted by two villagers, who informed the police who got the Scouts out to apprehend the crew.

On October 26, TH and MHH also arrived in Chitral and so did FS after attending the seminar in West Germany. The whole day was taken up by meetings and discussions including a meeting with Mr. Javed Majid who is keen to spell out the linkage with AKRSP. With Javed Majid as Project Manager, there seems a very good chance of a productive relationship between AKRSP and Chitral area Development Project (IFAD-ADB Assisted).

On October 27, 1987, the Managers Conference attended by 25 VOs, was convened in which the members of the MG participated besides the district programme staff. Mr. Javed Majid also attended the conference.

The flights did not operate between Chitral and Peshawar on October 28 and the road journey took 12 hours which included crossing over the treacherous Lowari Top which was engulfed in clouds with below freezing temperature. The road between Dir and Timargarh remained impassable for more than an hour due to heavy influx of flash flood on the road to make things worse, the jeep in which SSK was travelling broke down between Malakand and Dargai when its warning bulbs started blinking red despite the fact that the oil levels and other things seemed apparently in order. However as the owner's book clearly prohibited any further driving in such a situation the jeep had to be left for inspection by a trained mechanic.

On October 29 before leaving for Islamabad by road, SSK met Secretary Planning Mr. Suleman Ghani and also Mr. Javed Majid who by now had returned to Peshawar. The Chief Secretary and Additional Chief Secretary were both at Islamabad attending meeting of the ECNEC. Mr. Suleman Ghani informed SSK about the great anticipation there was in NWFP about the setting up of the Sarhad Rural Support Corporation and the willingness of many government officials to work for the Corporation including senior officials. He also agreed with SSK about the desirability of appointing a Project Manager for the Chitral Area Development

Project who would be willing to stay in Chitral for 5-7 years and also the need for posting a Deputy Commissioner at Chitral who would fully support the project. Mr. Javed Majid seems to be the best candidate for the post and appears very willing to take up the assignment. Mr. Suleman Ghani promised to give a good start to CADP. SSK arrived in Islamabad by the evening.

On October 30, the third flight operated in time and SSK along with Nick Gardner reached Gilgit by 1300 hours. The tour of Chitral proved a boon in terms of communication with Karachi. With the help of the direct dialing system, SSK was able to keep in touch with the Chairman and others in connection with His Highness' projected visit to Chitral and Northern Areas from November 16 to 21, 1987. The Chairman did his utmost to accommodate AKRSP visits in the overall programme and but for his kind intercession on behalf of AKRSP, many VOs would have been deprived of the opportunity to present their performance before His Highness.

NOTE FOR THE RECORD

Subject: Meeting with Members of the Gilgit Regional Council at Jamaat Khana, Gilgit on 27.3.1988 ... 1700 hrs

The meeting was held at the request of the members of the Council to which SSK, Steve Rasmaussen and Dr. Inam Kazmi were invited.

Mr. Mola Madad, President of the Council appreciated the work being done by AKRSP and offered every help in the development effort.

SSK read out His Highness' letter and thanked the Council for their offer to help and greatly appreciated the unequivocal support so far received by AKRSP from the Jamaat.

In the discussion the request of the VOs for help in the field of health, education and housing were discussed. Steve and Inam appreciated the institutional framework put in place by AKRSP to facilitate NAPHC's work. Rehmat Ali spoke of the work done by the Housing Board in the field of construction and improvement in housing. The Board refrained from preparing any type plans for rural housing.

Another observation made was that there are more people in the headquarters at AKRSP than in the field.[10] SSK explained the position as of today, as follows:

	Strength	Local	Non-local	HQs	Field
MG	8	2	6	6	2
SP	19	14	5	4	15
JP	75	72	3	6	69
Support	52	50	2	18	34
Drivers	54	54	-	16	38
Auxiliary	52	52	-	9	43
Total:	**260**	**244**	**16**	**59**	**201**

10. Very interesting dialogue and very interesting response. According to Nobel Laureate psychologist Daniel Kahneman, Stereotyping can be effectively responded with numbers. Of course, he said it much later than you did it.

NOTE FOR THE RECORD

Subject: Visit of Bill Spoelberch, Executive Director, AKF

17.9.1989

0800	Left Islamabad (by helicopter) with HF and Anton
1000	Arrived Gilgit
1030	PPM
1300	Lunch
1415	Left Gilgit
1445	Arrived Juglote Sai School.

Attended meeting of the Juglote Cluster and VO Juglote representatives numbering 50. The cluster has 10 VOs with 429 households as members and savings of Rs. 1,050,000. The cluster activist Sub. Qalandar gave an account of the activities of the cluster and their selection of village level specialists for higher training in Agriculture, Livestock and Accountancy.

The cluster also identified need for LHV training and upgrading of Girls School lack of which did not enable their girls to do matriculation to qualify for LHV training. Because of absence of hostel facilities the girls could not pursue studies at Gilgit, however the VO members were willing to send their girls to Karachi to do matriculation, if hostel facilities are provided there.[11]

There was discussion on provision of a walled garden to WO as a PPI for the whole VO.

Bill thanked the assembled members for the discussion and welcome accorded to him.

From Juglote Bill accompanied with HF, Anton, HWK and SSK landed at Hanuchal Channel helipad and climbed up the channel. Mr. Fairchild of the World Bank Water Management Group also came from Skardu to see the channel but gave up climbing midway.[12] Bill was pleased to see the transformation of the area, since his last visit.

1730 Arrived Kachura. Stay for the night at Shangrilla.

18.9.89

0900	Left Kachura
0920	Arrived Mango

Inspected new land development and the Irrigation Channel on jeep and on foot. *Met members of VO Mango whose land holding has increased for 5-6 k to 40 k for each of the 23 households. In terms of value the accretion has been over Rs. 7 million at an investment of Rs. 119,000 by AKRSP. Each household now owns assets worth approx. Rs. 400,000.*[13]

The VO members informed Bill of their plans to bring half of their holding i.e. 20 kanals under orchards. *The members identified need for a compressor to accelerate land development, for which they are willing to pay rental.*[14]

The VO identified a Primary School as its biggest need now as the likelihood of govt. opening a school was not likely to materialise within this century. They had two matriculates in the village.

SSK advised VO to start a school themselves, if they want outside assistance.[15]

From Mango, the group flew to Ticho, on the left side of the river, in Shigar Valley and had a detailed interview with oneof the members, Sher Mohammad (SM):

SSK: How long have you been member of the VO & Why?

SM: *VO has benefitted me. it made construction of a channel possible which brought new land under irrigation. My share is 25 kanals compared to 10-15 kanals of existing land. The VO gave me a land development loan of Rs. 1500/- with which I have developed about 5 kanals and planted it with trees and alfalfa. I intend planting poplars, willows, fruit*

11. People need support systems not 'awareness' to send their children to school.
12. No comment, it reminds of our joint trip to Hamaran.
13. Amazing rate of return on investment.
14. Institutional maturity and sustainability indicator. A true indicator of aid effectiveness is that it should make itself redundant. That is what we see happening here.
15. Great advice. A golden nugget.

trees etc. on my new land. I can expect to have 4000 to 5000 trees, each valued at Rs. 2000/-; in ten years time I can expect full income from the trees.[16]

The VO also facilitated availability of fertilizer on credit. I used 4 bags this year. Previously I could only use fertiliser, if I had cash.

I have also now savings amounting to Rs. 600/-. Previously I never used to save.

Prior to the VO my children used to have a couple of change of clothes every year now they have 4-5 changes and so have I.

The other members also spoke about the benefits of the VO to the members and requested for setting up of a Satellite Unit on the left bank for more intensive and better interaction with AKRSP. SSK explained the methodology of *AKRSP and pointed out the difference between the departmental and AKRSP approach. AKRSP does not want people to come to office. It wants them to manage their own affairs and expects SO to attend VO meetings to help and train members.*[17]

Bill appreciated the progress made so far by the VO, and thanked them for their hospitality for serving tea and refreshments.

At Shigar Polo ground more than 50 members and a large group of children, from the adjacent school, greeted the team. In the discussion the members spoke about savings, timely availability of nitrophos, wheat trials and successes achieved with Shigesti seed and their *resolve to develop seed villages*.[18] The dried apricots, through the recently learnt sulphur process, were exhibited and offered for tasting to the team members. The problem faced by VO Agapa, due to non cooperation by a section of the village was brought up and request made for sanction of an orchard PPI on the commonly owned land of the interest group comprising 50 households. The DPO promised to look into it.

The meeting with DPO staff had to be cut short due to the prospects of visiting Gultari in the unusually clear afternoon. Each section briefly described its activities and answered queries. *Bill was struck by the long row of women staff - most of them newly recruited as interns for training as field coordinators.*

The helicopter flew over the Deosai Plane at a steady altitude of 13,500 to 14,000 feet. We saw the plane from a height of about 500 feet - a wide expanse of billiaids table type cover (40 miles across) and slowly turning the autumn hue. At 1615 the helicopter landed at one of the villages, the cluster of villages is called Gultari, at an altitude of 10,800 feet. Soon a number of people assembled. *The DPO Baltistan had already paid a visit and held third dialogues. It had taken him four days by road,* which the helicopter accomplished in three hours. Besides PPIs, which mostly comprised bridges to facilitate communication between villages, the members sought help in agriculture, livestock and horticulture. They also made a strong case for exploitation of hydel power. On behalf of AKRSP, besides PPIs, the following packages were offered:

(i) Training of village level specialists. The Gultari Valley was spread over an 8 mile length embracing 6-9 villages. 3 specialists each for agriculture and livestock from top, middle & bottom of the valley were commended for selection for training at AKRSP centre at Skardu.
(ii) Laying of wheat trial plots.
(iii) Development of a fruit plant nursery and provision of fruit plants.
(iv) arrangements for inputs on credit.

The members were enthusiastic about these packages and DPOB should initiate immediate action to determine the requirements and explore logistics of supply. The Valley will be closed for next eight months after October.

On a query about deposit of savings it was clarified that an honest and trustworthy member of the VO should be assigned this responsibility as a trustee, till the amount could be deposited in the bank. Savings of VOs uptill the last month were collected by one of the representatives of a bank based at Skardu.

The helicopter flew back via Domel, Minimerg and Burzil Pass.

19.9.89

0900 Left Kachuura

1130 Arrived Sust via Gilgit refuelling stop. Bill saw the land development of new land which he had last visited many years ago. He appreciated the achievement of the VO. They had not only tunneled the mountain but also put the irrigation water to good use.

16. Another excellent case study of Return on Investment. One wonders why foreign aid brings enormous results here and fails elsewhere? Perhaps the nature of Receiving Mechanism explains it the best.
17. Key difference between AKRSP and official 'Receiving Mechanism'.
18. interesting!

1230 Flew to Passu. Walked upto the snout of the glacier which had further receded.

The irrigation channel was in good condition of maintenance. Packed lunch was taken at the headworks of the channel. A piece of iron netting was fixed at the entrance of the channel to keep wayward ice blocks of the glacier out of the channel. Bill also had a bird's eye view of the development on the new land at Passu.

At Ahmedabad, a CBS network journalist and a representative of Adventure Foundation of Pakistan also attended the VO meeting. The Bala and Payeen VOs had embarked on VO Banking. Payeen had disbursed the following loans:-

Total loan amount available Rs. 250,000

Land Dev. loans @ Rs. 3000
to each member for 12 months.

Drill machine loans

to 3 members for 6 months

Marketing loan

to 1 member for 6 months

The service charge has been fixed at 15% and repayment will begin, as soon as, the loanee wishes to start the instalments, but in no case recoveries will be deferred beyond the maximum period allowed.

Bala has disbursed its loans as follows:-

Total loan amount available Rs. 800,000

Rs. 4000 loan to each of the 137 members at 15% for 12 months with which members have purchased shares in a utility store to be managed by the VO.

Rs. 3000/- each to 7 women members for purchase of cows for 12 months at 15% Rs. 52,000 to individual members for various duration at 15% service charge.

Balance available Rs. 115,500

The loans were sanctioned in the VO meeting on September 1, 1989. On a query as to their credit needs for fertiliser and other productive inputs, the VO assured that sufficient funds were being kept for the purpose and although loans were sanctioned for 12 months, repayments were expected much sooner. The income from the utility store would be channeled to loan account.

The helicopter returned to Gilgit after leaving Bill Anton and HWK at Karimabad.

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cc: MG/DPOB
Bill de Spoelberch
Chairman AKRSP, AKF(P), Karachi
GM AKF Geneva

June 1, 1989

NOTE FOR THE RECORD

Subject: Visit of the AKRSP Board of Directors

The BOD under the chairmanship of Mr. Ramzan Merchant held a meeting at Gilgit on 1.6.1989 and attended a dinner hosted by AKRSP in their honour the same evening, where they met most of the government officials of the Northern Areas administration, including the Administrator Mr. Mohammad Afzal Kahut, members of the Northern Areas Council and local guests.

The following members of the Board undertook a tour of the AKRSP projects on June 2 and 3, 1989 in the districts of Gilgit, Chitral and Baltistan:

- Mr. Ramzan Merchant
- Mr. Ejaz A. Naik
- Dr. Amir Mohammad
- Mr. Afzal Ali (Baltistan & Chitral only)
- Mr. Mohammad Shafi (Baltistan only)
- Mr. Robert Shaw (Baltistan only)
- Mr. Iqbal Qamar, Member, AKF National Committee.

At Chapursan, the cluster activist Mr. Lutfullah gave a brief account of the progress made by the 9 VOs of Chapursan valley.

The VO representatives urged the fixation of the service charge on loans at more than 10%, as currently for a second medium term loan, they are required to pay 15%. They also requested for house building loans.

On a query from the Chairman about the reasons for sharp increase in use of chemical fertilizers, the VOs attributed it to the increased land area due to construction of irrigation channels, as PPIs.

The BOD members also made enquiries about health and education facilities in the area, increase in yields and about marketable surpluses. The Chairman expressed satisfaction at the progress VOs had made and hoped that they would strive for greater progress.

At Khaiber all the 55 households greeted the BOD members at the Heifer Dairy Farm. The President of the organization Sirat gave the following progress:

- Heifer cows 10
- Bull 1
- Calves 6 (sold last year 4 at Rs.3,000 per calf)
- Current average daily 35 kg of milk

Dr. Amir Mohammad commented on the unsuitability of the Frisian type of animals for Northern Areas and commended pure Jersey animals.

Here also the VO members requested for housing loans and also wanted fongas agency. The Chairman commended the VO effort in developing 100 acres of land and planting 16,000 fruit trees and 19,500 forest trees with 80% survival rate.

At Broshal the members visited the health centre, a result of AKRSP and NPPHC collaboration and greatly appreciated the services being rendered by the centre staff, comprising 2 Ismaili girls from Karachi. Mr. Iqbal Qamar donated a refrigerator for the centre.

At the VO meeting, Haji Ibrahim gave the following information:

- Name of cluster Hooper Hydri Cluster
- Number of VOs. 5
- Number of members 362
- Savings Rs.450,000
- Loans obtained Rs.595,000

The members made a strong plea for housing loans, as promised by His Highness, according to them, during his November 1987 visit to Broshal. They also requested for collaboration with AKES for establishment a girls school. They also made a case for provision of a vehicle at the health centre to make the services more effective.

The Chairman commended their progress and pointed out the difficulties in obtaining housing loans for the VOs by AKRSP from HBFC. He promised to take up their other requests with the relevant agencies in the network.

After a refuelling stop-over at Gilgit, the BOD members flew to Kachura and saw the land development done by Kachura VO. After lunch at Shangrilla Tourist Resort, the members flew to VO Mango, where the following information were furnished.

- No. of members — 22
- Savings — Rs.61,420 since April 1987
- *PPI* — *Irrigation channel constructed with AKRSP grant of Rs.118,000*
- *Area brought under irrigation range* — *910 kanals*
- *Area developed* — *700 kanals*
- *Area allotted to each member* — *40 kanals*
- *Current value of each allotment* — *Rs. 400,000*[19]

In a discussion, the VO informed the BOD members about its future plan for development of land, marketing and collaboration in other packages of AKRSP.

The Chairman praised the achievements of the VO and greatly appreciated the work done on the irrigation channel which the BOD members had earlier inspected. The BOD members returned to Gilgit after a brief stop-over and meeting with the staff at Skardu DPO.

On 3.6.1989, the Board members made the first stop-over at Harchin Lasht in Chitral district where they were greeted by over 150 members of the VOs. The cluster activist gave the following information:

- *VOs formed in the area* — *January 1987*
- *Cluster of 9 VOs formed* — *July 2, 1988*
- *PPIs initiated* — *9 at a total cost of Rs.1,328,000*
- *PPIs completed* — *5*
- *Total No. of household members* — *428*
- *Savings* — *Rs.658,472*
- *Loans obtained* — *Rs.560,205 including loans for 2 tractors.*[20]

The Board members were informed that the cluster has also taken steps to eradicate social evils and to put a stop on wasteful expenditure, free grazing of animals has been controlled and indiscriminate cutting of trees restricted. There was a discussion on sanction of a PPI for some households of Harchin who had not benefitted by the 2 PPIs, completed by Harchin Lasht and Kuch at total cost of Rs.375,000. The Chairman commended their progress and promised that the request would be looked into in according with the AKRSP terms of partnership.

Next the BOD members stopped at Buni where nearly 200 members greeted them and the Chairman of Cluster Mr. Afzal Mohammad requested the Board members for continuation of AKRSP as it was providing immense benefits to the villagers. The cluster activist Shahabuddin gave the following "Status Report" of the Buni cluster:

- Vos formed — 11/1987
- Cluster formed 12 VOs + 6 women's section — 8/1988
- No. of households — 670
- No. of membership — 623
- Savings — Rs.1,079,324
- PPIs:
  (1) Shapushal irrigation channel for 9 VOs at a total cost of Rs.2,207,825/-
  (2) Khujnali irrigation channel for 2 VOs at an estimated cost of Rs.420,225
- Area benefitted by irrigation channels — 2117 acres

19. Case Study- Return on investment. You should engage Karakoram University (KKU) graduates to do case studies, term papers, Master theses and PhD dissertations on these cases.
20. Interesting. The cluster saving is almost half the amount of investments in PPIs. A great indicator of successful social mobilization.

- Loans obtained:
  - (1) Agricultural machinery — Rs. 204,000
  - (2) Transport — Rs. 415,000
  - (3) Livestock .. sheep breeding — Rs.1,021,000
  - (4) Fertiliser — Rs. 138,725
- Trees planted:
  - Forest trees — 30,000
  - Fruit trees — 40,000
- Specialists trained:
  - Livestock — 8
  - Plant protection — 4
- Women trained for nursery and poultry etc. — 60
- Committees formed:
  - Management Committee
  - General purpose 24-member Committee
  - Sarbarah Committee
  - Action Committee
  - Working Committee

Sardar Hussain of VO Tatlash stated that what AKRSP has done for them in the last 5 years, was not achieved in the previous 41 years. He requested for employment of local girls for future acceleration of the women in development activities.[21]

The Chairman expressed satisfaction at the changes brought about by AKRSP in accordance with the HH's wishes. He exhorted the members for more concrete joint action which would lead to improvement and increased incomes. He exhorted members to save more and to learn about thrift.

Dr. Amir Mohammad congratulated the VOs on their success and observed that they had set up examples for other parts of the country that how unity forges progress. He offered help from PARC in exploiting the full potential of the area.

Mr. Ejaz Naik said that their quality of the status report, given by cluster activist, was even better than the reports he used to receive in the Planning Division on projects at Islamabad.[22]

The VO members thanked the Chairman and the Board members for their commendation and encouragement and praised DPO(C) Mr. Feroz Shah and his staff who regularly visit the VOs and do their best in improving their situation.

The BOD members on arrival at Chitral, visited the DPO office where the DPO gave a short briefing. Thereafter the members participated in a lunch hosted in their honour at the Chitral Scouts Mess, where they also met all the local officials including the DC Mr. Javid Majid.

The BOD members returned to Islamabad by helicopter at 1600 hours.

21. Another interesting case worth studying.
22. This is called capacity development. An excellent outcome of investment in human and social capital.

NOTE FOR RECORD

Subject: **Strategic Investment Plan for Rural Water Supply and Sanitation in the Northern Areas.**

The meeting was conveyed (notice attached) by the Secretary, LG&RD Ministry on May 23 at the Ministry to which representatives from the World Bank, UNDP, Asian Development Bank, UNICEF, Government of Netherlands, AKF (HF) and AKRSP (SSK) were invited.

The Secretary opened the meeting with the remarks that the idea of this meeting came to his mind at the behest of Mr. Iqbal Noorali of AKF(USA) who met him at Washington DC and promised AKF support for an initiative to find the above cited investment plan.

All the donors present, expressed an interest in funding the plan once a more concrete project document was given shape. Mr. Pollard of WB was assigned this responsibility in collaboration with others and the Ministry acting as the coordinator.

The detailed minutes of the meeting are being issued by the Ministry.

c.c. Management Group
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

To: Heads of Sections
From: Shoaib Sultan Khan
Subject: Visit to AKF (Geneva) ... February 10-12, 1992
Date: February 23, 1992

In meetings with Bob, Chris, Tom, Katherine and JP, I found the opportunity to reorient myself after the last visit to Geneva in early 1987. Germy Greenland and Pierre (Health Project Officer) were also available in the office.

Bob recapitulated the challenges facing AKRSP pertaining to making VOs into legal entities, formation of a regional development bank, in-flow and out-flow of capital, identification of investment opportunities, entrepreneurs, agricultural related types of investment, venture capital, range of support services, functions of the support group, self-sustenance, human resource development, technical development training; effective partnership with the government and more effective service to VOs.

Bob felt that the conceptual papers on these issues with action plan, should be ready in time before the next monitoring mission. He felt that Ron and Mary or Waldemar consultancies did not help very much in conceptualisation or preparation of action plans. Bob agreed with me that we need consultants who could help in formulation and implementation of an action plan besides conceptualisation.

In a discussion with Chris, the names of the following individuals came up as possible resource persons to help AKRSP in the fields of institutional maturity of VOs; credit and banking; human resource development and coordination and linkages with government and other agencies:

> Dick Paten, Dough Saloum, Mary Houghton, Bashir Ahmad of Sarhad Bank, Muzaffar Mahmood Qurashi, formerly of Regional Development Finance Corporation, Ian Smillie, Dr. Tariq Siddiqi, Tariq Hussain, Tariq Banuri and Maliha Husein.

Regarding technical departments, the consensus was that agriculture and livestock sections should be helped to come up with a programme plan similar to the forestry section. Thus in the post 1994 phase, we should have similar programme documents for donor funding.

Tom greatly appreciated the action plan prepared by CID to which he has already responded. He also commended the study done by *Imran Zafar*[23] and felt that such studies should be encouraged and AKRSP would do well in attracting such talent.

On the issue of training abroad, Chris confirmed our assumption about the availability of training facilities abroad. He offered to discuss in detail the criteria for selection prepared by AKRSP on his next visit in early March. He also suggested linkages with universities in Canada. A possible contact in this regard could be Prof. Farooq Afshar of Geulph University near Toronto, who has already visited Gilgit.

Katherine requested for a draft of project brief as the Maynmar article (1988) which they had used for AKRSP, was becoming a bit out of date.

JP reiterated his interest in AKRSP and promised to pay a visit during his next trip to Pakistan.

23. Shoaib Sahib. do you remember this guy? I am asking because one of my classmates had the same name.

Chapter 8

Replications of AKRSP at National Level

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June 16, 1986

NOTE FOR THE RECORD

Subject: Presentation on AKRSP to NWFP officials

Participants:

-Mr. Mohammad Azam Khan, Additional Chief Secretary.
-Mr. Ijaz Qureshi,Secretary, Planning and Development Department.
-Mr. Mahmood Khan,Secretary, Local Government and Rural Development Department.
-Mr. Faqir Mohammad Khan,Secretary, Agriculture and Cooperative Department.
-Mr. Salim Khan,Chief of Section (Agriculture), Planning and Development Department.
-Mr. Nasim Khan,Director General, Special Development Unit.
-Mr. Inayatullah,Research Officer, Special Development Unit.
-Mr. Robert d'Arcy Shaw,Director of Special Programmes, AKF Geneva.
-Mr. Nabeel A. Malik, Programme Officer AKRSP.
-Mr. Shoaib Sultan Khan, General Manager AKRSP.

The meeting commenced at 0835 hours with the screening of "Valleys in Transition".This was followed by an update of the progress made to date by the GM.The interest of the participants was reflected by the questions asked during and after the presentation.

The first question was regarding the absence of social sector interventions in the AKRSP package of activities.[1] The GM explained the difficulty of organizing the small farmer around such interventions. He added, however, that as the VOs become viable institutions, social sector interventions would be introduced. On the importance of involving the people in the identification, implementation and maintenance of village level projects, *the GM recalled that Mr. V.A. Jaffrey had observed that village level projects were simply not visible to the central planning process.*[2]

The low costs of AKRSP projects also prompted a number of queries. The GM assured the audience that all the components of the project, including the labour costs, had been added to the numbers shown. He added that while estimated material costs were given to the villagers, the labour payment was negotiated and it normally worked out to Rs.15-20/day.

On the savings and loan programmes, the *GM elaborated that savings were kept in the regular scheduled bank. The loans given to the VO were collective and the actual distribution and collection of the money was the responsibility of the VO. This was for the short production loan. The other major loans were the land development loans. These loans were collective as well but in this case AKRSP insist that equal amounts be given to all the members of the VO. This is keeping the idea of social justice in mind.*[3]

The GM said that by far the most important change that AKRSP wants to bring about is behavioural. To change the management of the village from an individualistic system to a collective one, RS recollected his experience of visiting all the major valleys before AKRSP started operations. He recalled that a long list of demands would appear inevitably in every village. He added that if one visits the same village today, one can clearly tell the difference AKRSP has managed to bring about. The GM AHK's analogy of the jeep stuck in mud for the villagers before AKRSP interventions. He said that AKRSP was trying to free the villagers from the mud so they can start moving on their own. While showing the portfolio of projects for Chitral district, the GM admitted that AKRSP had faltered in taking on an abandoned hydel scheme for a village. He said that one cannot expect the villagers to maintain such schemes.

Then the GM made his final submission. He said that the VO is a vehicle for the development of the entire village. Where ever the VO is present in Chitral, the government and AKRSP can collaborate to ensure proper and efficient utilization of

1. It is important to make distinction between short term and long term goals of local development. Income generation comes first. It increases the range of choices of community members for social development. With more income people invest in quality education of their children and healthcare needs of the family. This leads to fulfillment of long term development goals.
2. missing link in planning for the poor.
3. VOs reduce the cost of administering loan by the private sector, the same way that PPI costs are reduced because the contractor is removed. That is why investment in VO formation generated high returns on investment and made rural development possible within the available means.

funds. AKRSP and the government can especially collaborate in the disbursement of the IFAD funds because the VOs offer an opportunity to involve all the villagers in their development. This also marked the end of the formal presentation and the floor was opened for questions.

Mr. M.Azam Khan, the Additional Chief Secretary started the round of questions. He inquired if AKRSP had encountered any socio-political or religious problems in organizing the people? The government, he added, had to rely on the participation of the elected people which added a degree of inflexible to its efforts to organize. A supplement to the first question was whether a legal cover existed for the VO or was it simply a social code which bound the people together? The GM answered that initially the programme is in the Ismaili areas but then it spread to the non-Ismaili areas as well. Baltistan is 100% non-Ismaili. A lot of pressure had been built up from all quarters to move into Baltistan district. It took approximate one and a half years before we made it there. All kinds of allegations were made but we had to confront them. The religious people are divided about having AKRSP in the area. Chitral has been difficult but the support of the local administration has helped smooth things. The programme started from the lower Chitral area but controversy keeps on resurfacing from time to time. Our District Programme Officer is a member of Tableeghi Jamaat and he has started work in the Arandu area. The GM added that 75% of our money comes from outside donor agencies because of our non-sectarian basis. Collaboration with a government programme would probably increase the acceptability of the programme on a wider basis. *He added that he was merely trying to sell the VO to the gathered people as a vehicle for development, the big and the small man is helped through the VO, therefore, everybody is happy. And there is no short-cut to the process and one has to go and explain to the people the merits of organization.,*

Mr. Azam Khan repeated his feelings about the elected people. He said that in the methodology of the government, the elected officials cannot be by passed and he wanted to know how they could be involved in the village organization? He also added that may be the union council would be the more appropriate system for implementing government programmes. The GM answered that the union council member is usually part of the VO but is not the sole arbiter in the village. The portfolio of the projects comes in very handy for AKRSP. It becomes difficult for the councillor to over-rule a project chosen by the people. Secondly the allocations for these project is very small. Through this system money was not distributed across the board. AKRSP lobbied with the district councillor and the Northern Areas Councilors. Some people accepted it and other did not. *The GM noted that Mr. Sartaj Aziz thought that the VO was a tier below the union council which should be the identifying and implementing authority. AKRSP's method for support; from the elected officials has been a lobby. In Baltistan the union councils have pooled their money with AKRSP.*

Answering Mr. Azam Khan's previous query, the GM said that AKRSP did not strait jacket itself in cooperative law. He added that community pressure was a much greater force than legal force*. The VO even when it is formalized, will not be traditional cooperative because a general body will rule rather than a management body.* Mr. Azam Khan said that they had tried to organize cooperatives from the top end and had failed. It seemed to him, however that AKRSP organizations were cooperatives in the true sense. The GM said that the acceptance by the VO of the equity principle is a tremendous step forward. AKRSP will provide a cover without compromising the cooperative spirit.

Mr. Ijaz Qureshi, Secretary Planning asked a more direct question. He asked that for the IFAD funds, how could the government collaborate with AKRSP? All the elected people want a share in the decision making and the disbursement of funds. UNICEF had prepared a five year plan and nobody owns the document. There are also personnel problems and most government functionaries are unwilling to stay in the rural areas. *The GM said that the tendency is to give NGOs the responsibility for development. Unless the government is involved, there can be no country-wide development. He said he will try and convince the government to behave like an NGO. The GM noted it that it was not difficult to make plans. The real difficulty lay in operationalising the plans. In the diagnostic survey, we do not have* any pre-conceived plans. Again the GM reminded that he was talking about village level plans.

RS added at this juncture some of his comments. He said that there was another incentive with the councilors. The money given to the VO can go much further and produce quicker results. In Taiwan the farmers are an intimate part of the government. Performance of the councilors over time determines future elections for them. Regarding the performance of government employees, RS said that he had the greatest respect from the people stationed in the rural areas. He said that in his experience, more government staff in the line departments would rather do a good job but are constrained in resources. AKRSP can offer them a genuine partnership to increase productivity. For example AKRSP had a training centre but most of the training is done by government employees. Mr. Ijaz Qureshi reiterated his stance that the government could not by pass the elected people. The GM said that in Chitral AKRSP would organize the people. He said that we could offer you that forum in at least 100 villages. Together we have to lobby and explain to the elected officials and we will have to take them to the villagers.

RS added that Chitral district is cut off for six months and has an enormous set of problems. IFAD money may look large but is not large in comparison to the needs. AKRSP was set up as a private company because it offered the greatest flexibility. AKRSP is also trying to make the best possible use of these sources. There are, however, certain needs which have to be met by the government. It might be possible to divide the IFAD loan into two parts. One to meet district-wide needs and the other

portion for village level needs. At the village level, if collaboration is possible with the cooperation of the politicians, then the money might be used in a more cost effective and efficient way through the VO.

Mr. Salim Khan then inquired about the mechanism for this collaboration. The GM said that the details of such a collaboration could be worked out. Mr. Ijaz Qureshi then suggested that in the final wrap-up with the IFAD team, AKRSP could also be a part of the session to see what shape could evolve through discussions.

Mr. Azam Khan then brought the session to an end by thanking the GM for educating them all. He said that in his opinion the village is the most important unit and that they would certainly keep the days discussion in mind. He also said that they would most certainly invite the GM to the wrap-up session with the IFAD officials.

November 11, 1986

NOTE FOR THE RECORD

Subject: AKRSP Clones

The NFR on Bilateral Assistance refers.

SSK on November 11, 1986 met the Chief Secretary NWFP (Mr. Imtiaz Sahibzada), the Additional Chief Secretary (Mr. Azam Khan), the Secretary, Planning and Development Department (Mr. Ejaz Qureshi) and the Home Secretary (Mr. Shamsher Khan) and it was unanimously agreed to explore the possibilities of creating AKRSP clones in NWFP districts with USAID assistance.

On November 13, 1986 at Islamabad, the Director USAID Mr. Rocky Staples, in a meeting with SSK, evinced a positive interest in creating clones in two or three districts of NWFP with a funding level of US$ two to three millions yearly and agreed to have a preliminary meeting with the NWFP officials on November 20, 1986 at 1400 hours.

Mr. Aftab Ahmad Khan of EAD, in a subsequent meeting with SSK, expressed satisfaction at the developments and assured his support. He suggested at least two central districts Mardan and Kohat besides districts in Malakand Division. On a query by SSK if His Highness during his forthcoming visit to Pakistan should speak to the Prime Minister regarding allocation of bilateral funds to AKRSP, Mr. Aftab Ahmad Khan thought it unnecessary. He felt confident of getting the proposal through if the donors were willing and Northern Areas Administration and Ministry of Northern Affairs supported the proposal.

June 1, 1987

NOTE FOR THE RECORD

Subject: USAID ASSISTANCE FOR NWFP

During Eid, SSK took the opportunity of discussing the above cited subject with the Chief Secretary (Imtiaz Ahmad Sahibzada) and the Acting Additional Chief Secretary, Planning and Development Department (Mr. Ejaz Qureshi). Both of them expressed willingness to have a meeting with Director USAID (Rocky Staples) on June 24, 1987 as suggested by Bob Shaw who is also likely to participate in the discussions to explore ways and means for setting up an AKRSP type organization for NWFP rural development. SSK also made a courtesy call on the Governor NWFP, Khan Fida Mohammad Khan.

Rocky Staples is likely to return to Islamabad from the States on June 9 when the venue and date of the meeting will be finalised.

June 6, 1987

NOTE FOR THE RECORD

Subject: Visit of Chief Ministers NWFP & Punjab to AKRSP.

Arbab Muhammad Jehangir Khan and Mr. Nawaz Sharif drove straight to AKRSP offices on arrival at Gilgit from the airport. They met the Chairman, AKRSP Board of Directors besides the Management Group members. Since the Punjab Chief Minister had had a briefing on AKRSP previously, the NWFP Chief Minister stayed back for a detailed briefing given by SSK including a viewing of the Valleys in Transition.

The Chief Minister greatly appreciated the programme and expressed willingness to initiate a similar type of programme in NWFP. On being informed about possible USAID interest in financial sponsorship of such a venture, the Chief Minister supported the idea of setting up a Sarhad Rural Support Programme as an NGO with the a Board of Directors with himself as Chairman. He welcomed the holding of meeting between his officials, the donor agency and AKF representatives on June 24 at Peshawar.

Dr. Barkat Charnia of AKHS at the behest of the Chairman, AKF gave a briefing to the Chief Minister NWFP on the health programme in Chitral district with the help of slides. The Chief Minister appreciated the efforts of the AKHS in Chitral area and promised all support.

June 23, 1987

NOTE FOR THE RECORD

Subject: Replication of AKRSP ... Setting up of Sarhad Rural Support Programme (SRSP).

Participants:

-	Mr. Imtiaz Ahmad Sahibzada (IAS)	Chief Secretary
-	Mr. Ejaz Qureshi	(EQ) Addl.Chief Secretary P&D.
-	Mr. Javed Majid	(JM) Chief of Section P&D
-	Mr. Rocky Staples	(RSt) Director USAID Islamabad.
-	Mr. Dan Melville	(DM) USAID Peshawar
-	Mr. Tariq Durrani	(TD) USAID Peshawar
-	Mr. Robert Shaw	(RS) Director of Special Programmes, AKF (G).
-	Mr. Shoaib Sultan Khan	(SSK) General Manager AKRSP.

EQ outlining the purpose of the meeting said that the success of AKRSP as an NGO has motivated the NWFP government to take similar initiatives in the province. Funds for development of backward areas over and above normal ADP have been forthcoming in the province under a programme entitled Special Development Programme. For non-SDP and non-poppy growing areas, the modalities will have to be worked out to attract funds over and above the ADP allocation. He further observed that before replicating Aga Khan Rural Support Programme (AKRSP) in NWFP, the concept will have to be clarified as to how the strategy will be adapted with a different socio-economic setting. The viability of the Village Organization (VO) will also have to be ascertained and the ecology of the area taken into account. Besides the organizational issues such as staff recruitment, training, incentives, packages, monitoring and evaluation of the programme will have to be spelled out.

The Chief Secretary stated that everyone has suitably been impressed by the achievements of AKRSP and it stands very good chance of success in certain other districts of NWFP similar to Chitral. It has proved to be a viable model and it might be worthwhile to begin the programme in some of the districts.

Rocky Staples enquired about the level of cohesion in the NWFP villages compared to the Northern Areas and pointed out the difference in cultural pattern of the NWFP rural areas. The Chief Secretary observed that Malakand Division represents a comparatively cohesive group of villages and in other parts of NWFP also even with large village population, it might be possible to identify interest groups to foster more than one VO in a village. The principle which AKRSP is following has a wide spread applicability and given the right leadership, it would be possible to organize the rural poor in NWFP. SSK explained that in Gilgit district in 216 villages, 410 VOs are likely to be formed ultimately.

EQ referred to the power vacuum in the Northern Areas unlike the rural areas of NWFP and the *dependency syndrome created by many of the soft programmes currently being implemented in the rural areas.*[4] He also referred to the NGO discipline and the importance of the agency and the agent delivering the package. He thought if there is a proper mix of these requirements, there is no reason why the villagers in NWFP would lag behind in organizing themselves for development.

Rocky Staples referred to the politics of doing such a programme and identification of association of such a programme with a particular political party. The Chief Secretary felt that economic schemes such as the proposed SRSP normally remain unaffected by political changes. As to Rocky Staples question of the politics of bureaucracy, the Chief Secretary felt that although there was no categorical answer and criticism of bureaucracy was inherent in doing things better. As regards the reaction of MPAs and councillors*, the Chief Secretary said that elected bodies ought to have a say in the formulation and review of the programme but not in its day to day implementation* and he felt that a programme which directly benefits the rural poor, would not be opposed by the politicians. *RS felt that to make an NGO relatively independent of the political change, it should preferably not involve itself in a political organizational format. The Chief Secretary agreed with the suggestion and suggested a Board of Directors with representatives from all over Pakistan to avoid dictation by local interest groups.*[5]

4. Development should not be patronage.
5. staying clear of patronage.

Rocky Staples referring to the relationship between such an organization and other agencies, enquired as to the type of support likely for such an NGO from government, politicians and some well-placed people in NWFP in terms of money, material, moral and intellectual support. The Chief Secretary hoped that such support should be forthcoming from personalities such as Ghulam Farooq, Ghulam Ishaq Khan, MPAs and MNAs who might be willing to divert funds at their disposal to such an agency.

Regarding funds, RS referred to the difficulty of predicting bilateral relationships and currently the maximum period for such USAID assistance, would not go beyond ten years. He therefore, enquired about the future of such a programme keeping in view the USAID commitment, modest contribution from AKF and the sources of funding within NWFP. The Chief Secretary stressed the need for not too ambitious staffing which should only spark catalytic impulse within the community to make it self-sustaining and self-reliant. He felt that such a programme could give the necessary impetus to become self-sustaining in the given time frame of outside assistance.

RS referred to the overhead cost and the long time frame (10-20 years) of such an initiative and commended involving as many donors as possible including bilateral, government and as many philanthropists and institutions from within Frontier Province as possible.[6]

As regards leadership of the programme, the Chief Secretary felt that there would be no dearth of such people although special arrangements will have to be made to acquire their services.

As to the area of operation both settled and non-settled areas, should be included in the area of activities of SRSP. As to the future course of action, it was agreed that a closely worked-out paper with a concrete proposal spelling out the structure, the basic objectives and functions of the NGO should be put up for submission to EAD for onward submission to USAID and other donors.

Subsequent to the meeting, Mr. Ejaz Naik was contacted to accept a consultancy with the following terms of reference:

To examine the steps to be taken to establish a non-government organization to stimulate and promote rural development in NWFP.

In particular:

- To discuss the idea of an NGO (probably to be called the Sarhad Rural Support Programme (SRSP)) operating on principles similar to AKRSP with the major interest groups in NWFP and to seek their reactions to this idea and the level of support the various groups might be willing to provide.
- To sketch out the basic objectives and functions of the NGO.
- To recommend an appropriate legal format and organization structure for the NGO.
- To make recommendations on the composition of Board for the NGO appropriate to the needs of an autonomous agency promoting rural development in NWFP.
- To suggest appropriate levels of staffing and terms and conditions for staff.
- To identify potential sources of financial support for the NGO including from within NWFP.
- To sketch out procedures and a timetable for the establishment of the NGO.

The Chief Secretary was informed of Mr. Naik's willingness to undertake the consultancy at which he expressed pleasure.

In a subsequent telephone conversation with the Chairman, Aga Khan Foundation, a formal offer of consultancy was sent to Mr. Naik by Mr. Ramzan Merchant.

6. Good suggestion for reducing dependence on single donors and bilateral relations.

July 5-7, 1987

NOTE FOR THE RECORD

Subject: Visit of Mr. Stephen J. Spielman, Regional Legal Adviser USAID, Islamabad.

The purpose of Mr. Spielman's visit to AKRSP was to examine the AKRSP's experience in terms of its applicability in the North West Frontier Province and perhaps elsewhere.

On his arrival in Gilgit on July 5, 1987, Mr. Spielman was briefed on AKRSP activities by NzM, SS and AT.

During his stay in Gilgit, Mr. Spielman had extensive discussions with the GM and undertook field trips to Gulmit, Hanuchal, Shahtote, Burmas, Paidendas and Bargin Village Organizations.

The focus of Mr. Spielmans discussions with the GM essentially revolved around the following issues:

(a) Replicability of the model to other areas in terms of geographical, cultural, density, remoteness.
(b) The administrative structure of AKRSP and its capacity to expand in providing technical assistance to SRSP.
(c) The adequacy of providing technical assistance in terms of the need of new organization as opposed to actually duplicating the structure.
(d) Appropriate levels of government involvement at the policy board and nation building departments level. Opportunities for cross fertilization.
(e) Risks associated with a dominant government presence.
(f) To observe the methodology of AKRSP with an emphasis on the permanence of fostering village organizations and cooperative attitudes, values, included in this question regarding tendencies to recede from collective behaviour and the sustainability of the collective behaviour after the single grant PPI, on-going catalytic role of the social organization and the continuing need for an apex organisation.
(g) Charismatic nature of leadership and whether it can be institutionalized.
(h) Examination of modalities of support using the special development fund, a rupee based neutral grant making fund which awaits GoP approval.

In the context of the Sarhad Rural Support Programme initiative, Mr. Spielman was of the view that at this stage a smaller scale undertaking is appropriate. The area should be selected with greatest attention to geographical and cultural similarities and compatibility with local, political and administrative structure. The modalities, functions and inter-relationships of the proposed organization have to be worked out.

Mr. Spielman very much appreciated the cooperation extended to him by the entire staff. He spoke very highly of the village organizations he visited and *was particularly impressed by the fact that the members of the AKRSP village organizations' view AKRSP personnel as a resource not a patron and were willing to raise difficult issues.*

FUTURE PLAN OF ACTION

In the coming few days, Mr. Spielman and other USAID officials will meet Mr. Ejaz Naik and would discuss the scope of work. Mr. Naik will have meetings with the government officials, politicians and philanthropists based in NWFP on the subject of SRSP initiative. The reminder of the scope of work would be concerned with the formation of the NGO. The USAID officials will discuss the progress with the GM and Mr. Shaw in late August. Mr. Ejaz Naik is expected to submit his report by the end of August or early September.

Based on the report, a concept paper for the proposed programme would be prepared for the Economic Affairs Division Mr. Spielman would utilise the concept paper in the preparation of the project identification document for USAID approval.

Mr. Spielman would meet Mr. Shaw shortly in Geneva to firm-up the schedule.

USAID in consultation with the GM may also work on the possibility of initiating a similar kind of exercise in Baluchistan.

NOTE FOR THE RECORD

Participants:

USAID:	-	Ms Karen Poe, Deputy Director, Voluntary Foreign Aid
	-	Mr. Jonathan Addelton, Programme Officer, Islamabad.
FPAP:	-	Mr. Hummeler
	-	Mr. Mohammad Ashraf Chatta, Zonal Director, Islamabad Zone.
AKF (G):	-	Mr. Robert Shaw Mr. John Gillepsie
AKHS:	-	Dr. Inam Kazmi, Deputy General Manager
AKRSP:	-	Mr. Shoaib Sultan Khan, General Manager
	-	Mr. Hussain Wali Khan, DGM/DPO
	-	Dr. Zahur Alam, Prog. Senior Agriculturist
	-	Dr. Riaz Ahmad Khan, PS Livestock Specialist
	-	Mr. Nizar Mecklai, Finance Manager
	-	Mr. Nabeel A. Malik, Business Manager/ Programme Officer ... Recorder

Proceedings:

The group was shown "The Changing Valleys" and then the GM updated the activities of the programme. A discussion followed the briefing. The guests then introduced themselves. During the introduction, Ms Karen Poe said that from USAID's perspective of AKRSP was one of the most successful programmes that had ever been recorded and was on the cutting-edge of what she considered to be the foundations of development - the creation of local organisations and empowering local people to make their own decisions. She said that she herself had believed in this for the last 13 years and so she wanted to try and understand as much as possible about the principles and methodologies on which the programme was built. *She added, that USAID had a major new thrust in the policies of the agency which was to give equal weight to institutional development as to technical packages. It was quite revolutionary for USAID to admit that the institutional package was as important as the technical package.* Ms Poe said that now when she had to speak on the subject, she would use the AKRSP and the AKHS programme as examples. She said that she thought that she would be a great promoter of the programme. Then Mr. Hummeler and Mr. Chatta introduced themselves and the work of their organisations respectively. Mr. Chatta commented that AKRSP was increasing productivity and the AKHS was improving health and in all this while population was increasing. He then wondered if all the AKRSP's efforts would be negated by the increase in population. *SSK answered that AKRSP was basically an institution building programme. it wa not a service delivery programme*. The hope was that the service delivery organizations would be able to be more effective in their delivery by working through the institutions fostered by AKRSP. SSK added that we could not become a super department that would start providing a wide range of services. The activities that AKRSP had undertaken, were with the specific objective of strengthening the institutions that we created at the village level.

Ms Poe said that she wanted to underscore what was said by the GM. For the last 3 years, AID had been trying to get the developed country NGOs to build local grass root institutions and to get out of the local organisations. So their philosophy was similar to AKRSP's. In the US, there were only about six private voluntary organisations that were sophisticated enough to understand this message. The rest simply continued with their involvement in direct service delivery. She said that she felt that one of the reasons for the state of affairs was the fund raising strategies within the US. It was easier to sell the building of an irrigation channel or a rural health clinic but it was very difficult to sell the concept of organisational development. In fact one of the areas in which AID wanted to push research into, was how does one sell the concept of organisational development to the private donors; because the US government did not wish to become the principal donor of all the programmes as it simply did not have the resources to do so. The private sector was expected to provide the lion's share to such programmes. Organisational development was a fairly abstract concept which did not translate directly such as a farmer ploughed a field or a child that received immunisation. SSK commented that RS was quite experienced in selling this concept because we constantly hammered him to raise more money for AKRSP. *RS added that there were two problems in making developed country NGOs stay out of direct service delivery. The first that one had to work oneself out of a job in the process of institutional development. Ms Poe replied that their research had shown that the concept of working oneself out of a job ought to be re-examined because over time the*

local organisations became increasingly sophisticated and started providing different and sophisticated skills. So the organisation moved up to providing more specialised services to the local population and went on to a higher level of sophistication. She said that institutional development was a continuous process to which RS agreed.SSK said that this was exactly what had to be understood. The need for most of the functions being provided currently, would never disappear but would have to be taken over by another institution or organisation. AKRSP, for instance, hoped that because of the Rs.34 million in savings of the VOs, we would be able to set up a credit and banking institution that would be managed and financed by the VOs. It was these kinds of institutions that would really be permanent. Ms Poe added that philosophically we were all very much in agreement.

Mr. Addleton said that he had heard a lot about AKRSP and was interested to know of any problems that proved more difficult than imagined a few years ago. SSK answered that the most difficult task was how to put across the vision of a self-sustaining institution to the villagers. Unless they understood the vision, they would simply not organise. Many a time they would take on just one of the components, for instance the PPI, whose completion they considered to be the end. AKRSP would then come across at a stone wall and the villagers would have to be persuaded that this was just the beginning and there so much more that had to be achieved. The only encouraging thing was that if we went to 20 villages we would immediately come across a few who would understand and who then provided the leadership. We could then refer to these VOs instead of Germany or Japan to spur others onwards. The development of package in the fields of agriculture, livestock and marketing were the most difficult. (A working lunch was served to the group while the discussion was going on.)

Ms Poe's next question was that with production increasing, the provision of credit and improved marketing skills did AKRSP find the people moving out of the agriculture sector into other types of activities such as marketing or small industry related? Were new jobs coming into the area that were not agricultural? NAM replied that all the specialists being trained along with the managers and caretakers, were new positions in the village economy that were being financed by the VOs. The GM added that the tourist trade sometimes created problems for AKRSP because some VOs would think that they could again more by participating in the service sector rather than agriculture. This, he said, was a short sighted approach because if they could develop and increase productivity of their land, then they could get much higher income for a much longer period. In such VOs we tried to offer a solution. We could not stop people from earning as trekking guides etc., but we asked them not to forget their agriculture. These people should give the responsibility of developing land to the village organisation and they should pay for this service.

Jon Addleton then asked if AKRSP were replicable? RS replied that the only way to see was to test it. The NWFP government was setting up the Sarhad Rural Support Corporation which would begin work in yet to be defined areas of the Frontier on the assumption that USAID and at least one other major donor could be persuaded to participate in this effort. RS added that clearly the procedures used by AKRSP if not the principles, would have to be adapted and amended for the initiative in the Frontier. He saw it as an experiment that had to be tried for several years. It was not something that could be decided after twelve months. One would have to stick with it for at least 3-5 years to determine whether or not the directions were right and results would be somewhat beyond that period. This process did take a long time and RS said that he looked forward to finding out if indeed our experiment in the north had succeeded or not.

John Addleton then inquired if the management intensity were replicable? To which RS replied that some of it were related to the development. In other more settled parts of Pakistan, there was greater availability of other institutions that could in some sense supplement the activities of social organisation. One of the difficulties of being in a remote area, such as Gilgit was that those other options were not readily available. Probably, one would find that the management intensity would be reduced from what was present in AKRSP. In fact it had reduced in AKRSP itself because a group of the present size used to be responsible for only a third of the present area. RS said that he personally felt that AKRSP now ought not to concentrate on further geographical expansion but on deepening its own programme. So he had been trying to curb the tendency to expand. A programme such as AKRSP was certainly not cheap but on the other hand was not outrageously expensive either. A look at the World Bank review of their normal rural development schemes started over the past 20 years from 1965 onwards, showed costs of US $770 per capita per annum. These were very high investments and this organisation was a lot cheaper than those. Nearly half of those projects were actually credit projects and credit projects were pretty cheap so the average costs were really quite high. Rural development was not cheap and if one wanted to investment in it, then one ought to be able to attract, train and hold people of real competence. One had to pay higher salaries, provide vehicles to get around, pay for petrol and all this cost quite a bit but the alternative was that it did not happen.

John Gillespie said that quite a lot depended on the attitude of the government and asked SSK for advice for NGOs starting out. SSK said that one had to talk to the government people and bring them and show them what one was doing and that was the only way for them to be convinced. SSK gave the example of Dr. Mahbubul Haq who had not been to the programme for the first four years and then one day he came and visited the programme. Since then he has been talking about development funds be channeled through AKRSP. Dr. Kazmi noted that it was around the time when Dr. Haq relieved him to join the AKHS. SSK continued that unless the government functionaries came and saw, they never realised what was going on. RS said that his impression was that there were a lot of good civil servants in Pakistan who responded to good ideas readily and were genuinely interested.

After a most interesting discussion, the group left for its field trip planned for the day.

August 27, 1988

NOTE FOR THE RECORD

Subject: Meeting with Provincial Government officials of NWFP and Punjab.

SSK met the following officials on August 27 and September 3, 1988 at Lahore and Peshawar respectively:

- Mr. Anwar Zahid, Chief Secretary, Government of the Punjab, Lahore.
- Dr. Zafar Altaf, Secretary, Agriculture Department, Government of the Punjab, Lahore.
- Mr. Umar Khan Afridi, Chief Secretary, Government of NWFP, Peshawar.
- Mr. Mohammad Azam Khan, Additional Chief Secretary, Government of NWFP, Peshawar.
- Mr. Suleman Ghani, Secretary Planning and Development Department, Government of NWFP Peshawar.
- Mr. Inayatullah Khan, Secretary, Local Government and Rural Development Department, Government of NWFP, Peshawar.
- Mr. Saeedullah Jan, Secretary, Finance Department, Government of NWFP, Peshawar.
- Mr. Ejaz Rahim, Commissioner Peshawar Division, Peshawar.

The Punjab Government has expressed an interest in fostering Village Development Councils (VDCs) as enunciated by the Federal Government and expressed a desire for AKRSP help in the matter. Dr. Zafar Altaf was keen on the setting up of the institutional framework for purpose of creating an effective channel for agricultural inputs delivery. The Chief Minister has agreed in principle to the setting up of the VDCs and further instructions are being awaited from the Federal Government.

Dr. Zafar Altaf also promised to help in getting Dr. Zahur Alam's break in service condoned for purpose of pension.

The setting up of Sarhad Rural Support Corporation (SRSC) has been approved in principle by the Caretaker Chief Minister and a summary is now being submitted for approval of the names of subscribers. Dr. Tariq Husain has been contacted by the NWFP Government/USAID to help in writing project proposal for circulation to donors. Mr. Ejaz Rahim continues to be interested in becoming the Chief Executive of SRSC.

Mr. Inayatullah Khan informed SSK of the NWFP Government agreement in principle to setting up of the VDCs and of the Rural Development Fund, to finance the projects, identified by VDCS. He expressed keen desire to visit Gilgit to learn about VOs, which SSK encouraged and a group of officers from NWFP are likely to visit Gilgit in either first or third week of October.

The Chief Secretary informed SSK of his decision to re-utilise the markaz buildings constructed in mid-70s under IRDP Daudzai approach, as service centres. He expressed dismay at previous government's decision whereby these buildings were handed over to the police department for use as police stations. He expressed the view that these buildings are excellent physical facilities for bringing of government agencies under one roof. SSK enlightened CS that it was precisely for these objectives that the markaz buildings were constructed. Commissioner Kohat Mr. Khalid Hayat, who came in during the discussion, asked the Chief Secretary's permission to use the Billitang markaz for this purpose immediately.

NOTE FOR THE RECORD

March 1, 1989

Subject: Sarhad Rural Support Corporation (SRSC).

The meeting held at USAID Staff House, Islamabad on the above cited subject, was attended by the following:

USAID:

1. Mr. Frank Pavich
2. Mr. Peter Davis
3. Mr. Jerry Anderson
4. Mr. Shahabuddin
5. Mr. Tariq Durrani

WINROCK: Mr. Bob Havner, President Winrock

AKRSP: Mr. Robert Shaw (RS) and Shoaib Sultan Khan (SSK).

The representatives of NWFP Government did not show up because of non-approval of the summary on SRSC by the Chief Minister of NWFP. On my assurance that the approval of the Chief Minister would be forthcoming, the meeting agreed on the following time frame:

May-June 1989 Feasibility study-cum-work plan on SRSC by DRMS.

June 1989	Registration of SRSC and consideration by SRSC BOD of the consultant's report and appointment of Chief Executive Officer (CEO).
Oct-Nov. 1989	OPG funding through Winrock who also raised the question of their involvement in programme, in addition to administering of the grant. The availability of some start-up funds before the operation of the OPG process, was also considered a possibility. Winrock were also entrusted to plan a system to raise funds for SRSC. It was understood that the Government of NWFP will channel its application for funds for SRSC to USAID through EAD, which would be an additionality to ADP.

NOTE FOR THE RECORD

March 3, 1989:

Subject:

I met the Chief Minister at his residence, along with Mr. Tariq Durrani of USAID, who expressed utter surprise at the lack of briefing he received about the proposal for setting up of SRSC and assured me to consider the proposal approved.

After meeting the Chief Minister, I met Ejaz Rahim, Commissioner, Peshawar Division and Chief Executive Officer designate of SRSC. Ejaz assured me of his interest in SRSC and agreed to handle the affairs of the Corporation, in addition to his current duties, although he was going abroad for two months with effect from March 20, 1989 on Eisenhower Fellowship.

March 4, 1989:

Subject: Second meeting with the Chief Minister NWFP.

This time the Chief Minister Mr. Aftab Ahmad Sherpao was kind enough to receive me at his office. We briefly discussed the AKRSP approach and the proposed methodology to be followed by SRSC. He expressed keen interest in doing something in the rural areas and appeared visibly worried on the lack of progress, his government was making in the development field.

He issued orders to his Secretary to get the SRSC file recalled from Secretariat for purpose of according approval to the establishment of the Corporation. The Chief Minister also agreed to assign additional duties to Ejaz Rahim or to some other officer in views of his trip abroad, pertaining to SRSC. I profusely thanked the Chief Minister for his prompt action in the matter.

At the Chief Minister's behest, Secretary to the Chief Minister showed me the summary of SRSC submitted by P&D Department and discussed the various aspects of the proposal. He assured me of immediate action in the matter, as directed by the Chief Minister.

I also called on the following NWFP officials at the Secretariat:

- Mr. Usman Ghani, Secretary Planning & Development
- Mr. Inayatullah Khan, Secretary LG & RD
- Mr. Mahmud Khan, Secretary Forests
- Mr. Islam Bahadur Khan, Senior Member, Board of Revenue
- Mr. Dost Mohammad Wazir, Member, Board of Revenue.

At 1545 hours left Peshawar by road and arrived Islamabad at 1815 hours

CONFIDENTIAL

THE AGA KHAN RURAL SUPPORT PROGRAMME, GILGIT

NOTE FOR RECORD

Subject: Summary for the Prime Minister on AKRSP.

Federal Secretary, Ministry of Local Government and Rural Development, Mr. A.A. Neseem asked for a meeting with SSK on March 19 and gave a copy of the Summary (attached) he had submitted to the Prime Minister of Pakistan for initiation of AKRSP type rural development pilot projects in the provinces.

The Prime Minister approving the proposal in principle, ordered that in the first instance the Programme may be started as a pilot project in few selected Districts/Villages in the Provinces. He further directed the Ministry to prepare and furnish a blue print giving organization, financing etc., of the Programme for his perusal and information.

Secretary LG&RD sought SSK's help in preparing the blue print asked for by the Prime Minister.

c.c. Management Group (Circulation by hand)
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan

Subject: Meeting with the Prime Minister of Pakistan
at Prime Minister's House on 1.8.1992 ... 1700 hours

Mr. Riaz Khokhar, Additional Secretary, was in attendance and the Finance Minister Mr. Sartaj Aziz was called in by the PM, after half an hour.

The Prime Minister commending the work done in Northern Areas enquired if this could be done countrywide. He expressed disappointment and dismay at the lack of participation of people in most of the government programmes, with the result that instead of ameliorating the condition of the people, many programmes have been counter productive. He strongly advocated involvement of people in the development effort to create a feeling of ownership in the people besides getting things done in a cost effective way, expeditiously.[7]

The Prime Minister suggested my taking up an important position in government to enable me to undertake countrywide implementation of the AKRSP type programme. My submission was that for the last ten years, whatever I have achieved in the Northern Areas, has been by remaining outside government and bringing me in government would not be conducive to implementation of the programme, as I would be cut off from my source of inspiration and experimentation from where I can provide training to a cadre of people to implement the programme country-wide.

I explained the importance of institution building at grassroots and submitted the enclosed note for the Prime Minister's consideration.

The Prime Minister read out the note loudly to the Finance Minister and elicited his views on the proposals. The Finance Minister generally agreed with the suggestions but cautioned against hurrying the process (to which I lent my full support) and also underscored the importance of a rural bank.

The Prime Minister desired a full briefing the following evening and asked the Finance Minister to invite ministers concerned with the implementation of Social Action Programme and Rural Development to the briefing. He also asked me to give a full briefing on the subject.

I also raised the issue of the coal-fired brick factory under construction at Ganesh in Hunza valley and its disastrous impact on the environment of the surrounding areas including Karimabad, Aliabad, Baltit, Altit and right down to Gilgit. The Prime Minister showed great concern and passed orders for immediate action in the matter to protect the environment of Hunza valley.

My entreaties to the Prime Minister about Akhter Hameed Khan, also had the desired effect on the Prime Minister and instructions were issued to save him from any further harassment and persecution.

The Prime Minister's Secretary also gave me a letter (copy attached) facilitating announcement of Magsaysay Award to me.

A brief note for the Prime Minister of Pakistan

Subject: A countrywide Programme for Alleviation of
Poverty in the Rural Areas of Pakistan.

The conceptual package of the proposed programme is at Annexure 'A' and the programme package at Annexure 'B'. The legal framework is contained in Annexure 'C'.

7. What happens to our finest minds when they join the government? Nothing stops them if they want to serve.

Prime Minister's approval is solicited to the following:

1. (i) fostering a framework of grassroots institutions in the entire rural countryside for effective channelling of all local level government and other programmes, especially: social action programme, national conservation programmes, rural credit programmes etc. etc.;
   (ii) *privatisation of the programme by implementing it through establishment of non-profit joint stock companies, as support organizations, at district level;*
   (iii) *commitment for a non-lapsable grant of Rs. ten billion spread over a time frame of 7 to 10 years*. A minimum first instalment of Rs. one billion should be made available to initiate the programme. This would ensure long term commitment to the programme without which the programme has little chance of success; and
   (iv) *permission to selected and willing government servants to serve the programme for a minimum period of five years on deputation, on the same terms and conditions as are admissible to officials going on deputation to agencies outside the country.*[8]
2. If the above meets with Prime Minister's approval, an allocation of Rs. one billion be ordered to be placed at the disposal of the National Rural Support Programme, a joint stock company already set up with the approval of the Prime Minister, to commence implementation of the programme, which will also help and facilitate the Social Action programme (SAP) of the government. At the last consortium meeting at Paris, the Government of Pakistan have already made a commitment to implement SAP through a strategy on the lines suggested in this summary.

PRIME MINISTER

Islamabad,
1st August 1992

Dear Mr. Khan,

I was delighted to learn that you have been awarded the prestigious 'Magsaysay Award' for community leadership for helping provide jobs to the poor in Pakistan. Please accept my heartiest congratulations for an achievement which brings honour and respect to our nation.

As an individual, you have dedicated yourself to a very noble cause - the amelioration in the quality of life of the poor. This objective is closest to my heart and my deep commitment to development in the country is also geared to focus on the problems of the poorer sections of our society.

As a former civil servant, you have set an outstanding example for others to follow. I am confident that you will inspire many public servants to reorient their priorities and devote their energies to the task of nation-building.

Yours sincerely,

(MUHAMMAD NAWAZ SHARIF)

Mr. Shoaib Sultan Khan,
Aga Khan Rural Support Programme,
Gilgit.

8. Perhaps this is the way government could be reinvented in Pakistan to serve the people.

NOTE FOR RECORD

By: Shoaib Sultan Khan
August 10, 1992

Subject: Sequel to Meeting with the Prime Minister

As I was not able to attend the briefing for the Prime Minister scheduled for August 2, due to the demise of my nephew (elder brother's son) in a helicopter crash, Mr. Naveed informed me of Prime Minister's directive at the briefing to Federal Secretaries Planning, Finance, Education, Health and Population welfare to come up with a plan within a week to implement the Social Action Programme (SAP) by involving the communities. The Secretaries wished to discuss their proposals with me on August 9, before submission to the Prime Minister.

The Prime Minister also wrote a letter to His Highness requesting permission for me to help the Government of Pakistan, in fostering a framework of grassroots institution countrywide in the rural areas of Pakistan on the lines of AKRSP.

In the meeting on the 9th, in the Planning Division, the Secretaries agreed with the one page brief I had given to the Prime Minister for implementation of SAP they suggested a two-pronged approach, namely, implementation of SAP through village organisations, where already in existence and fostering in other areas of the country. In the interim devising ways and means to achieve as much community involvement as possible, without the institutional framework at grassroots,for SAP interventions.

Subsequent to the Secretaries meeting, I was called in by the Finance Minister, Mr. Sartaj Aziz, to his office, who discussed the modalities of operationalising the proposal, I had submitted to the Prime Minister. he conveyed Finance Minister's agreement, in principle, to the commitment of resources, as asked for in the proposal and allocation of Rs. one billion during the current financial year in four instalments, to National Rural Support Programme (NRSP). I argued that the first installment of one billion should be paid upfront and agreed with the Finance Minister that subsequent releases should be subject to review of progress. Mr. Sartaj Aziz felt that this being a supplementary grant, he shall have to discuss with the officials of the Finance Ministry and Rs. five hundred million instalment is a distinct possibility -and he will try to do his best. He also suggested that NRSP should take over NCRD, to which Prime Minister has already approved the appointment of Dr. Tariq Siddiqi.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
August 18, 1992

Subject: Meetings with the Prime Minister of Pakistan and Chief Ministers of the Provinces ... 16-17.8.1992

The notice and working paper for the Prime Minister's meeting on August 16 at the National Assembly building are attached (Annex I & II).

The meeting lasted for over four hours, including viewing of the first 15 minutes of the video First Harvest and a presentation of AKRSP conceptual package and the progress to date.

There was total consensus on the need to involve communities by fostering a framework of grassroots institutions on the lines done by AKRSP.

However, opinions were sharply divided on the modalities and mechanism of the transitional arrangements. The PM was not willing to release funds for Social Action Programme (SAP) without involving the communities in implementation, as in his view, implementing SAP without involving the community would result in waste of resources like in the past. The meeting broke up for the day with PM's direction to the Finance Minister to hold a meeting with the Chief Ministers and Federal and Provincial Government officials along with me, to work out the modalities and mechanism of the transitional arrangements, and the phasing of the National Rural Support Programme (NRSP).

The meeting on the 17th August again lasted for nearly four hours with a total rejection by the provinces of the transitional arrangements suggested by the Federal Secretaries in the working paper.

The proposals made by me, as contained in the first part of the working paper, were again fully endorsed along with the phasing (Annexure III) with the following modalities:

(i) in case of Sindh, districts of Badin and Mirpur Khas were approved for selection;
(ii) in case of NWFP, Mansehra and Kohistan were suggested by the Chief Minister, as additional to the existing number of districts in NWFP;
(iii) two additional districts of Zhob area were suggested by the Chief Minister, Baluchistan; and
(iv) President, Azad Kashmir wanted Bagh and Rawala Kot districts to be included in the first year's programme of NRSP.

Later in the afternoon, the Finance Minister through a press conference (attended by over 50 journalists) announced the launching of the NRSP.

The NRSP Board of Directors is scheduled to meet on August 26 to discuss the plan of action for implementing the programme.

c.c. Section Heads (By circulation)
Chairman, AKRSP Board of Directors
General Manager, AKF Geneva.

Annexure A

CABINET SECRETARIAT
(CABINET DIVISION)

No. 55/CS/92 Islamabad, the 15th August, 1992

A special meeting to be chaired by the Prime Minister will be held at 10.00 a.m. on Sunday, the 16th August, 1992 in the Committee Room No. 5 (2nd Floor) of Parliament House, Islamabad. Agenda for the meeting is as follows:

AGENDA

(1) Wheat situation, release and prices of ATTA
(2) Social Action Plan

2. Summaries for items 1 and 2 are enclosed.
3. Kindly make it convenient to attend.

(MANSOOR ELAHI)
Joint Secretary to the Cabinet

Minister for Education
Minister for Finance & Economic Affairs
Minister for Food and Agriculture
Minister for Health
Minister for Industries and additional charge of culture
Minister for Petroleum & Natural Resources and additional charge
Of Special Assistant to the Prime Minister.
Minister for Planning and Development
Chief Minister, Punjab
Chief Minister, Sindh
Chief Minister, NWFP
Chief Minister, Balochistan
Prime Minister, Azad Jammu & Kashmir
Minister of State for Cooperatives & Forestry and Additional charge of Population Welfare
Minister for Food & Agriculture Department, Punjab
Minister for Food & Agriculture Department, Sindh
Minister for Food & Agriculture Department, NWFP
Minister for Food & Agriculture Department, Balochistan
Minister for Food & Agriculture, Azad Jammu and Kashmir

By Special Invitation

Deputy Chairman, Planning Commission	for all items
Secretary General, Finance and Revenue Division	for all items
Secretary health Division	for item 2
Secretary, Planning & Development Divn.	for item 2
Secretary, Finance Division	for items 1 & 2
Secretary, Education Division	for item 2
Secretary, Industries Division	for item 1
Additional Secretary incharge Population Welfare Division	for item 2
Chief Secretary, Punjab, Sindh, NWFP, Baluchistan	for items 1 & 2
Chief Secretary, Azad Jammu & Kashmir	for item 1

Secretary, Food & Agr. Department Punjab, Sindh, NWFP Balochistan and AJK	for item 1
Additional Secretary (Mr. S. Farogh Naved)	for items 1 & 2
Prime Minister's Secretariat	
Additional Secretary, Food and Agriculture	for item 1
Director General, NLC (Maj. Gen. Khalid Aziz)	for item 1
Additional Finance Secretary (Mr. Moin Afzal)	for item 2
Chief Planning (Mr. Pervez Tahir), Planning & Development Division	for item 2
Joint Secretary, Food and Agriculture Division (Mr. Mohammad Bashir)	for item 1
Managing Director, utility Stores Corporation	for item 1
Chairman, Pakistan Flour Mills Association, Lahore	for item 1
General Manager, Aga Khan Rural Support Programme (AKRSP) (Mr. Shoaib Sultan Khan)	for item 2
Secretary, Information and Broadcasting Division	for all items

Copy to:

Secretary to the President,

Principal Secretary to the Prime Minister

Copy with enclosure to:

1. Presidents of the Provincial Flour Mills Association (Ministry of Food & Agriculture)

Annexure II

Working Paper on the Mechanism to Involve Community in

in the Implementation of Social Action Programme (SAP)

The Prime Minister, on a presentation made by the Planning and Development Division on SAP 1992-95 on 2 August, 1992 was pleased to direct that a mechanism be worked out to actively involve community in the implementation of SAP. He also set up a committee to prepare a working paper within a week, which would be considered by the same forum first and in due course by a meeting with the Chief Ministers. The committee was constituted as follows:

- Secretary, Finance Division — Chair
- Secretary, Planning & Dev. Division
- Secretary Health Division
- Secretary, Education Division
- Additional Secretary Incharge, Population Welfare Division

2. The committee has since held three meetings and the succeeding paragraphs present the consensus arrived at on the principal adjustment required in terms of administrative and institutional changes. The committee had the benefit of Mr. Shoaib Sultan's advice in finalizing the working paper.

3. There is no denying that the on-going schemes in social sectors are not delivering expected outputs. Doing more of the same will not accelerate change. An innovative approach to community participation is inescapable.
4. However*, a quick-fix method for full community participation does not exist. The approach of necessity has to be gradual though determined and steady.* With this observation, the committee sees Mr. Shoaib Sultan Khan's proposal to set up a National Rural Support Programme (NRSP) on the pattern of Aga Khan Rural Support Programme (AKRSP) for Northern Areas as the ultimate goal.
5. The NRSP proposed by Mr. Shoaib Sultan Khan has the following strategic elements:
   (i) fostering a framework of grassroots institutions in the entire rural countryside for effective channelling of all local level government and other programmes, especially; social action programme, national conservation programmes, rural credit programmes etc. etc;
   (ii) privitisation of the programme by implementing it through establishment of a non-profit joint stock companies, as support organizations, at district level;
   (iii) commitment for a non-lapseable grant of Rs. ten billion spread over a time frame of 7 to 10 years. A minimum first instalment of Rs. one billion should be made available to initiate the programme. This would ensure long term commitment to the programme without which the programme has little chance of success; and
   (iv) permission to selected and willing government servants to serve the programme for a minimum period of five years on deputation, on the same terms and conditions as are admissible to officials going on deputation to agencies outside the country.
6. Mr. Shoaib Sultan Khan was the first to agree that the above is a long term programme of institution building, without which genuine community participation will remain a dream. *it is a programme of meshing voluntary energy and professionalism.* Its proper setting up in Mr. Shoaib Sultan Khan's reckoning would take about a decade out of which about three years are required for institution building.
7. It is proposed that the NRSP should be developed by selecting 10 districts in the first year, with addition of 20 and 60 districts in the 2nd and 3rd year. As the institution building progresses, the SAP can be dovetailed to it. A beginning could be made by handing over existing facilities in sectors where significant new construction is not involved as, for example, in health. More important, the transitional arrangements proposed in the next section should also be overseen by the NRSP to avoid wasteful parallelism.

Transitional Arrangements

8. While the process of institution building and the organisation of village activists gets going under NRSP, the society can ill-afford to hold in abeyance whatever social sector development can take place. SAP is a fast track programme to redress serious past neglect of social sectors, which includes a carefully selected package of services - primary education, primary and rural health, nutrition, population welfare, rural water supply and sanitation. It, therefore, requires the completion of on-going schemes as well as incremental facilities, the latter specially to redress the neglect of female population and rural areas. This means that apart from improving the efficiency of existing spending, significant additional allocations are a must.
9. In view of the foregoing, the committee has worked out transitional arrangements for involving the community in the implementation of the Social Action Programme.
10. *The guiding principles in deciding the level at which community, should be involved are:*
    (a) it should be as close to grassroots as possible;
    (b) it should be easy to operate; and
    (c) it must steer clear of local politics.
11. *In the view of the committee, the district is too large to induct meaningful community participation in the SAP activities. A union council is too small to permit community participation at the requisite level of qualifications, as well as to ensure supportive linkages with existing administrative structure. To overcome these difficulties as well as to keep SAP free of local politicking, the committee proposed a service/facility-wise organisation at two levels:*
    (i) Community Boards (CBs) at tehsil level and
    (ii) Citizens Supervisory Committee (CSCs) at facility level.
12. There will be a separate CB for each SAP activity. These will include:
    (i) Community Education Board
    (ii) Community Health and Nutrition Board
    (iii) Community Population Welfare Board
    (iv) Community Water Supply and Sanitation Board

Community Boards (CBs)

13. Different CBs for each SAP activity are being proposed for a number of reasons. It will ensure proper focus on each activity. It will also facilitate clear linkages with the provincial line departments and the federal ministries. Due to the scarcity of motivated individuals to represent community, it is possible that the membership of CBs will overlap. But it will be advantageous in view of the economic, social and demographic linkages among various SAP activities.
14. Though different in terms of services dealt with, the functions of all CBs will be the same. These, supplemented by the assistance of Citizens Supervisory Committees (CSCs) to be described, include:

    (i) supervision of construction;
    (ii) disbursement of salaries; and
    (iii) provision of requisite supplies to schools, health outlets and population welfare centres.

15. CBs will supervise new constructions. The line departments of provincial governments will prepare standard designs, specifications, and tender documents of primary school and health facilities. An Engineering Adviser in BPS-17 will be provided to serve the entire group of CBs in a tehsil for technical supervision. Specifically, this adviser will perform the following functions:

    - review of standard designs with reference to site conditions;
    - prepare tender documents; and
    - provide technical supervision of constructions.

    However, tenders will be awarded by CBs. The CBs will also be responsible for making payments.
16. *In the case of water supply and sanitation, the CBs will initiate schemes in consultation with the Citizens Supervisory Committees (CSCs). Construction in this case may remain with the Public Health Engineering Department until full technical capability has been acquired by CBs. The maintenance and operation of water supply and sanitation schemes will be the responsibility of the CSCs with the assistance of CBs.*
17. The main functions of the government departments in the field of education, health, nutrition and population welfare will be to provide support to the new mechanism. They will plan, programme and provide finance in accordance with the needs and priorities determined by CBs. They will provide technical support and training to teachers, motivators, health personnel and other staff.
18. Each CB will consist of seven members. The members will be drawn from social workers in the area, with at least one lady member, private sector professionals and experts from relevant fields. The members will elect their own chairperson.
19. Selection of members will be the responsibility of provincial governments. The Deputy Commissioner of the area will send a panel of five persons for each seat on a CB, out of which the provincial government will nominate seven members.
20. All accounts will be subject to scrutiny by the local audit department of the province.
21. As a matter of policy, the government will convert present allocations into grants-in-aid to be provided to CBs. The grants-in-aid will be sent directly to the account of the CBs. The power of spending and disbursement will lie with the CBs. They will also be empowered to raise additional resources.
22. Broadly the role of the CBs will be to control, manage and operate the existing services/facilities in the tehsil, as well as new facilities handed over to them on completion. This will include responsibility for routine maintenance, repair and additions. The staff for the service/facility will perform their functions to the satisfaction of CBs and any promotion and transfers to and from the service/facility under the control of the CBs, will be subject to their approval/on their recommendation. All new recruitments will be made locally by the CBs. In performing their functions the CVs will take into consideration the recommendations and reports of CSCs on the performance of individuals and units.

Citizens Supervisory Committees (CSCs)

23. As already mentioned, CSCs will be the immediate supervisory tier of the mechanism of community involvement outlined here. Being responsible for immediate supervision of SAP facilities, the CSCs will ensure support and involvement of the community at grassroots level. They neither correspond to a village/settlement/hamlet nor to a union council. Being closest to the community, the role of the CSCs is crucial to the success of the present scheme. While they will be set up facility-wise, the extreme variation in local conditions makes it difficult to suggest an exact formulation, at least at the moment. In general, they will function as supervisor bodies for, say, a school or an RHC.

Modification in Regulatory Framework

23. All existing laws, rules, regulations and procedures will be suitably modified to give effect to the recommendations made in this working paper.

Plan of Implementation

25. For administrative reasons and logistical constraints, it will be necessary to implement the above scheme in phases. The suggested phasing is follows:

Phase I - Primary Education

(i) New facilities
(ii) Transfer of existing facilities

Phase II - Rural Health and Nutrition

(i) Phased transfer of BHUs and RHCS
(ii) Transfer of all other units

Phase III - Population Welfare, Water Supply & Sanitation

(i) Immediate Steps

26. Since it will take some time to put the proposed transitional arrangements in place and to make them fully operational, it will be imperative to release the first quarterly installment to provincial governments immediately, as was provided in the budget, so that the Social Action Programme does not suffer any setback while the transitional arrangements are underway.

27. Submitted for the kind approval of the Prime Minister.

QAZI M. ALIMULLAH
A.R. SIDDIQI
MAHBOOB AHMED
DR. AKHTAR HASAN KHAN
MAZHAR-UL-HAQ SIDDIQUI

ANNEXURE III

PROJECTIONS FOR A PROGRAMME OF INSTITUTION BUILDING IN THE RURAL AREAS OF PAKISTAN

Background:

The programme will be implemented through NRSP, which is a registered joint stock company set up for the specific purpose organizing a countrywide programme of this nature.

Focusing on small farmers, the programme aims to help establish a network of village organisations (grassroots institutions) in the rural areas which will provide an institutional base for government and other initiatives such as the Social Action Programme, National Conservation Strategy and Rural Credit Programmes etc.

Pace of Work

In year one, it is expected that work will be initiated in ten new districts, in addition to linking up, supporting, and providing guidance to similar initiatives already existing in another twenty districts. This means that, by the end of 1993, a network of about 3,000 grassroots institutions, spread over 30 districts, will be available as a base for SAP and other programmes.

Over a period of five years, it is anticipated that the programme will have initiated work in the rural areas of all districts in the country. By year ten, it is expected that about 60-70% of the rural population of most of the districts will have been reached through a network of about 45,000 village organizations.

This pace of work will ensure that, in a large majority of rural areas, SAP and other such programmes will find grassroots institutions ready and waiting to join hands with new initiatives to improve their lot.

Year-wise projections are given in at Annexure I. Table 1 shows the coverage by districts, Table 2 shows the coverage by number of village organizations. These projections have been made keeping in mind the importance of maintaining pace, while at the same time, ensuring quality. The projections reflect the outer limit of expansion.

Areas of Concentration

The programme proposes to begin work in selected zones with contiguous districts. A convenient unit for such zoning could be the existing administrative divisions. This will facilitate proper planning, initial establishment and close monitoring of activities, all of which are absolutely crucial in the initial stages of any programme. Such investment in planning and monitoring becomes all the more important when a programme is initiated at a large scale.

Areas of concentration for the programme will consist of those with a large proportion of small farmer communities, which are less prosperous within the given region, and where no other institution-building initiatives have been undertaken.

Although the programme aims to cover rural areas of all districts in Pakistan, it will have to begin with a few selected zones. Since a number of rural support and other development programmes are already working in most Divisions of NWFP and all districts of the Northern Areas, the programme will begin its work with Sindh, Punjab and Balochistan.

Hyderabad Division in Sindh and Rawalpindi and Sargodha Divisions in the Punjab have been earmarked for the first round of work. In Balochistan, Makran Division is the logical choice since no rural support programmes have reached this area.

A tentative list of new districts for the first year and a list of districts where some form of institution building has already been initiated, is given at Appendix II.

Appendix I

TABLE 1: YEAR-WISE PROJECTION OF COVERAGE BY DISTRICTS

Year	Existing Coverage	Year 1 Distts.	Year 2 Distts.	Year 3 Distts.	Year 4 Distts.	Year 5 Distts.	>Year 5 Distts.	TOTAL
1993	20	10	-	-	-	-	-	30
1994	20	15	10	-	-	-	-	45
1995	20	15	15	10	-	-	-	60
1996	20	15	15	15	10	-	-	75
1997	20	15	15	15	15	10	-	90
1998	20	-	15	15	15	15	10	90
1999	20	-	-	15	15	15	25	90
2000	20	-	-	-	15	15	40	90
2001	20	-	-	-	-	15	55	90
2002	20	-	-	-	-	-	70	90

TABLE 2: YEAR-WISE PROJECTION OF VILLAGE ORGANIZATIONS

Year	Existing Districts	Year 1 VOs	Year 2 Vos	Year 3 Vos	Year 4 Vos	Year 5 Vos	>Year 5 Vos	TOTAL Vos
1992	2000	-	-	-	-	-	-	2000
1993	2500	500	-	-	-	-	3000	
1994	3000	750	1500	-	-	-	5250	
1995	3000	750	2250	1500	-	-	7500	
1996	3000	750	2250	2250	1500	-	9750	
1997	3000	750	2250	2250	2250	1000	11500	
1998	3000	-	2250	2250	2250	1500	6000	17250
1999	3000	-	-	2250	2250	1500	15000	24000
2000	3000	-	-	-	2250	1500	24000	30750
2001	3000	-	-	-	-	1500	33000	37500
2002	3000	-	-	-	-	-	42000	45000

ASSUMED PATTERN OF VO FORMATION:

Year 1 = 50 Years 2,3,4 = 150 p. a.; Year 5 = 100: Total = 600 average.

LIST OF NEW DISTRICTS FOR THE FIRST YEAR

Hyderabad Division:
Thatta and Badin or Sanghar and Dadu
[to be determined after an initial investigation of local conditions]
Rawalpindi Division: Rawalpindi, Chakwal and Attock
Sargodha Division: Bhakkar and Khushab
Makran Division: Turbat, Gwadar and Panjgur
Qilla Saifullah and Zhob Kohistan

LIST OF DISTRICTS WHERE INSTITUTION BUILDING HAS BEEN INITIATED

NWFP: Charsadda, Kohat, Mardan, Swabi, Malakand, Swat, Dir, Chitral and Karak.
[expected to expand to Mansehra]
Balochistan: Quetta, Loralai, Sibi, Kalat, Lasbela, Kachhi
Northern Areas:

Government of Pakistan

SUMMARY FOR THE PRIME MINISTER

Subject:- SOCIAL ACTION PROGRAMME.

The Secretary Planning and Development Division made a presentation to the Prime Minister on the Social Action Programme on the 2nd of August, 1992. The Prime Minister endorsed the need for accelerated social action to overcome serious neglect of the past. The targets and the proposed investment met with the approval of the Prime Minister. However, the Prime Minister was * pleased to state that the outcome of large investment envisaged would be no different from the past poor performance unless the implementation mechanism involved active community participation. The Prime Minster set up a Committee of Federal Secretaries under the chairmanship of Finance Secretary and directed that a working paper be prepared within a week to outline a scheme for the immediate involvement of the community in the implementation of Social Action Programme.

2. The Secretaries Committee prepared and submitted their report to the Prime Minister on the 11th August (Annexure-I). The report covered the proposals submitted by Mr. Shoaib Sultan Khan for institution building in rural areas as well as interim proposals of the Secretaries Committee for community involvements in SAP meanwhile. These proposals were considered in a meeting on the 16th August, 1992, which was chaired by the Prime Minister and attended by all the Provincial Chief Ministers.

3. Mr. Shoaib Sultan Khan gave presentation of the Agha Khan Rural Support Programme (AKRSP) and he also outlined his conceptual framework for developing communities at the grassroots level. The conceptual framework put forward by Mr. Shoaib Sultan Khan was generally endorsed in the meeting. There was also a consensus on the need to involve communities in the implementation of Social Action Programme. The mechanism and modalities of such involvement could not, however, be clearly spelled out in the meeting. The Prime Minister accordingly directed the Finance Minister to chair on InterProvincial meeting on the 17th August, 1992, to do so.

4. A meeting held under the chairmanship of the Finance Minister on the 17th August, which was attended by all the four provincial Chief Ministers. Prime Minister of Azad Kashmir, Federal Ministers for Education and Health, Minister of State for Population Welfare, Mr. Shoaib Sultan Khan and Deputy Chairman Planning Commission discussed all aspects of involving communities in the implementation of Social Action Programme. Minutes of the meeting are in Annexure-II.

5. It was unanimously agreed that we should immediately launch a National Rural Support Programme in all the Provinces. It would work on the principles of the AKRSP with the aim of uplifting the living standard of lower strata of society in the rural areas. It is already operational in 20 districts, can be extended to new 16 districts in the first year, 30 in the second year and all remaining districts in the third year. All the villages in the country will be progressively covered over a period of ten years. The districts to be taken up in the first year as agreed with the Provinces are shown in para 15 of Annexure-II.

6. All the Chief Ministers emphasized that the implementation of the Social Action Programme as approved by the National Economic Council and incorporated in the Federal Budget for 1992-93 should not be held up until institution building under the National Rural Support Programme is completed. National Rural Support Programme should proceed side by side with SAP. and other development programmes for rural areas, including those relating to Environment, Agriculture Micro Industry and rural credit. The Government has committed itself to implementing SAP. from 1992-93 and the Provincial governments through seminars and other media have done a lot of publicity for this programme. It has been shown to be an initiative of the present Government for overcoming the neglect in social sectors of the past four and a half decades and for providing the basic needs of primary education, primary health, water supply and sanitation to the poorer sections of the community. Moreover, the Government has presented this programme to the Consortium and received favourable response of donor participation for this huge endeavor and any weakening of our resolve would wash away the momentum that has been built up and confirm the doubts of the donors abroad and criticism of political opponents at home, that we do not have serious commitment to alleviating poverty and improving the lot of common man.

7. All the Chief Ministers accepted the principle for community involvement in the implementation of SAP but they pointed out that the mechanism of community involvement would vary from Province to Province and even from district to district depending on the strength of community institutions in each area. Moreover, community involvement has to be devised by the Provincial governments after consulting the communities in different districts. They could form an effective programme for community participation only by this process of consultation with and evaluation of communities.

* PM has already taken action there in full

Get the papers including FM: letter (marked to JS/PCF)

8. After deliberations in meeting, there was consensus on the following conclusions and recommendations:

(1) National Rural Support Programme for institution building in rural areas was of great importance and will help the implementation of SAP as well as other programmes relating to environment, agriculture, micro and cottage industry and rural credit;

(2) NRSP has already been started in 20 districts in NWFP and Balochistan. It should be initiated in 16 new districts this year, 30 new districts in 1993-94 and the remaining districts in 1994-95. All the villages should be progressively covered in a period of ten years; *

(3) SAP should also be started without delay. For this purpose first quarterly release of funds should be made during the month of August 1992. Financing Provided to the provinces for their share, will be in the form of Cash Development Loans. Matching funds will be provided by Federal Government as grants. Location of various units included in SAP should be determined by District Development Committees, which include elected representatives and Chairmen District Councils, but the implementation will be undertaken by the Department concerned; **

(4) Where rural communities have already been organized and rural institutions established or where this is expected to be achieved during the current fiscal year, the Provincial governments should work out the modalities of their involvement in the construction, maintenance and running of various components of SAP. In this process consultation with these rural organizations will be necessary. Where these institutions have gained experience and can take over and maintain any of the existing institution, the terms and conditions for such transfers should be worked out with their concurrence;

(5) Where rural institutions are not available, interim arrangements will have to be worked out for involving local communities through nominated committees or other arrangements made for monitoring the implementation of SAP and for ensuring efficient utilization of funds. In working out these arrangements, the recommendation in "Chapter II; Better Implementation" in the SAP document will be taken into account; and

(6) Specific recommendations on the issues and proposals mentioned in paras (4) and (5) above will be submitted by the Provinces and Azad Kashmir Government by the end of September, in anticipation of the release of the second quarterly instalment for SAP.

9. Approval of the Prime Minister is requested to proposals in para 8 above. Approval may also be given to the allocation of Rs.1,000 million from the Privatization Programme for the National Rural Support Programme as requested in para 2 of the Memo presented by Mr. Shoaib Khan to the Prime Minister (Annexure-III) in order to initiate this programme in all the selected districts without any delay. ***

(Sartaj Aziz)
Finance Minister
24-8-1992

Approved. See margin.

Sd/-
Prime Minister

FM (Finance Minister)

Action is being taken to release funds for SAP Social Action Programme) to NRSP (National Rural Support Programme) by the Ministry of Finance. Please put up draft letter from me to Chief Ministers setting out the agreed Decisions on the basis of which SAP is to be implemented.

Sd/- Sartaj Aziz
10/8/1992

Secretary Planning/Deputy Financial Adviser

* This should be done in five years not ten.

** District Development Committee should contact MNAs (Members National Assembly)/MPAs (Members Provincial Assemblies) Chairmen and Members of District Councils and Committee Rs. 800 million allocation of the first quarter may be released in November. MNAs must be involved in site selection.

*** Five hundred be released now.

Annexure IV

MINISTER FOR FINANCE AND ECONOMIC AFFAIRS

GOVERNMENT OF PAKISTAN

D.O.No. 2265- FM/92 Islamabad, the 5th Sept., 1992

My dear Shoaib Sultan,

Your proposal for initiating a National Rural Support Programme throughout the country was presented to the Prime Minister on 1st August, 1992, and was subsequently explained to the Chief Ministers on 16th and 17th August, 1992.

2. I am pleased to inform you that the government has approved the programme. As decided in the meeting convened by the Prime Minister with the Chief Ministers on 16th August, the programme would he initiated in 16 new districts in 1992-93 (Annexure), in addition to the 20 districts in northern areas of NWFP and Balochistan where this programme has already been taken up. The programme will be extended to 30 new districts in 1993-94 and remaining districts in 1994-95. The Prime Minister has specifically desired that as far as possible all the villages in the country should be progressively covered within a period of 5 years and not in 10 years.

3. I hope, the activities listed on pages 4-6 of your paper "Poverty Alleviation Through Community Participation" (May 1992) would be taken up in these districts according to local conditions and priorities as identified by the local communities.

4. The government has decided to allocate Rs 1000 million as the initial grant for the National Rural Support Programme as requested in para 2 of the memorandum presented by you to the Prime Minister. Fifty percent of this allocation (Rs 500 million) is being released immediately and is being placed in a special account in the State Bank of Pakistan. The second instalment of Rs 500 million shall be provided soon after the detailed priorities and the modalities for the utilization of this allocation have been decided by the Board of NRSP and approved by the Government. This allocation is expected to cover the items mentioned in "Section IV Budget" of the document mentioned in para 2, but could also be utilized for the capital of the proposed Rural Bank.

5. The government has also fully recognized that the National Rural Support Programme will also assist in the planning and implementation of the Social Action Programme and other programmes related to environment, agriculture, micro and cottage industry and rural credit. For this purpose the following arrangements have been agreed to with the Provinces:-

(a) Where rural communities have already been organized and rural institutions established, or where this is expected to be achieved during the current fiscal year, the Provincial Governments should work out the modalities of their involvement in the construction, maintenance and running of various components of SAP. In this process consultation with these rural institutions will be necessary where these institutions have gained experience and can take over and maintain any of the existing development activities. The terms and conditions for such transfers should be worked out with their concurrence; and

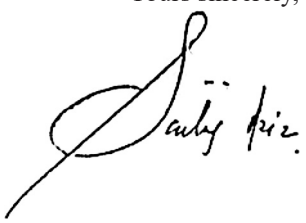
(b) Where rural institutions are not available, interim arrangements will have to be worked out for involving local communities through nominated committees or other arrangements made for monitoring the implementation of SAP, for ensuring efficient utilization of funds. In working out these arrangements, the recommendation regarding "Better Implementation" in the SAP document will be taken into account.

6. The Provincial Governments are expected to let us have the proposed arrangements with regard to 5(a) and 5(b) within the next few weeks.

7. I understand that the Prime Minister has directed the Ministry of Local Government and Rural Development to transfer the National Centre for Rural Development along with its budget to the NRSP. This will facilitate implementation of this programme without delay.

With regards,

Yours sincerely,



(SARTAJ AZIZ)

Mr. Shoaib Sultan,
Director,
National Rural Support Programme,
C/O Agha Khan Rural Support Programme,
GILGIT.

NOTE FOR THE RECORD

Subject: Collaboration with GTZ Project in Baluchistan.

As a sequel to SSK's meeting with GTZ officials in Frankfurt in January last, an invitation was received from Pakistan German Self-help Project Baluchistan to send the programme Social Organizer AKRSP to participate in a 14-day workshop of the Baluchistan Project officials at Quetta. SSK was also invited to attend the last two days of the workshop in which officials of the Baluchistan government were expected to participate.

May 6, 1986

With luck SSK was able to get the Gilgit-Quetta connecting flight from Islamabad on May 6. SMS had already reached Quetta on April 26 as requested by GTZ officials. The following GTZ officials were present in Quetta:

1. Dr. Kropp — GTZ HQs Frankfurt
2. Dr. Fischer — GTZ Project Adviser, Quetta
3. Dr. Boley — Moderators from Germany specially came to
4. Dr. Reichard — conduct the workshop.
5. Dr. (Ms) Brohe

Since the provincial government had not been notified of SSK's visit and most of the officials such as Secretary, Local Government Mr. Shahid Hussain, Chairman Baluchistan Development Authority Mr. Mohibullah Shah had been transferred from the Provincial Secretariat, it seemed very difficult to organize presentations on AKRSP for policy makers and administrators at such short notice, which was the main objective of SSK's visit to Baluchistan. As for the participants of the workshop (Assistant Directors, Development Officers and Supervisors of Local Government Department), SMS had already fully apprised them of the AKRSP strategy and methodology and substantially influenced their thinking as reflected in the recommendations of the workshop. Dr. Fischer gave the information that most of the high officials would be away from Quetta during the next two days, with little chance of any of the high officials attending the final day of the workshop.

At Dr. Kropp's behest, SSK made an attempt in the afternoon, to meet with the Additional Chief Secretary (Development), Mr. S.R. Poonegar, who readily agreed to an exclusive presentation on AKRSP for the available of provincial government officials in the morning before his departure for Islamabad.

Mr. Poonegar also took SSK to a dinner, later in the evening, hosted by Sardar Usman Jogezai, Deputy Speaker of the Baluchistan Provincial Assembly in honour of the visiting Supreme Court of Pakistan judges. One of the judges turned to be Musarrat's relative whom SSK had not met for the last 15 years. SSK also met Commissioner Quetta, Mr. Salim Murtaza, who was one of his former probationers. A number of political leaders, such as, senators, members of provincial assembly and others also came for the dinner.

May 7, 1986

The presentation at the Planning and Development Department was attended by the following besides Dr. Kropp and Dr. Fischer:

- Abdul Raziq Khan — Secretary, P&D Department
- G.M. Marri — Chief LG Section, P&D
- Taj M. Faiz — Chief Industries, P&D
- M. Azam Kasi — Chief Education, P&D
- S. Bukhari — Deputy Director, Statistics P&D
- Shafeeq — Research Officer (Education) P&D

The video film "Valleys in Transition" and the presentation was greatly appreciated by the provincial government officials and both the ACS (Development) and the Secretary expressed a desire to visit Northern Areas to see the programme.

At the workshop which was being attended by about 25 participants including the Provincial Director, Local Government, it was quite apparent that the moderators had a bias towards social sector interventions. However, when the participants were given an opportunity to exercise their option the super goal changed from need for literacy to income generation. The reaction of the Baluchis was the same as of the inhabitants of the Northern Areas.

In the evening session which had been planned as a presentation on AKRSP to the participants of the workshop, due to a happy coincidence the Governor of Baluchistan, General (Retd) M. Musa also graced the occasion along with the Commissioner

Quetta and saw the Valleys in Transition besides a brief presentation by SSK and the Project Director and Adviser, Pak-German Project. The Governor seemed visibly impressed and said so and expressed happiness at having been able to come to the function. SSK thanked the Governor for having accepted the engagement at such short notice.

Dr. Kropp, was extremely pleased by the two presentations and felt it would facilitate implementation of GTZ Pak-German Self-help project. He also requested SSK to make a presentation to GTZ officials at Frankfurt during his next visit to Europe and sought permission to show Valleys in Transition in China, where he was proceeding from Quetta to attend a seminar. SSK made a copy of the video available.

SSK took dinner with the Commissioner at the latter's residence where he also met the Deputy Speaker of the Senate, Malik Nasim from Kasur, who expressed an interest in AKRSP and explored the possibility of bringing a group of senators to Northern Areas to visit AKRSP projects.

The Shees Hotel (where deluxe suite is like a non-ventilated oven) was not even a patch on the room in the MPA's hostel. At Rs.300 per night, it seemed a bargain. The service of course, left much to be desired.

May 8, 1986

The Secretary P&D showed up for a little while at the concluding session of the workshop. At Dr. Kropp's request SSK spoke briefly on the concept of self help and exhorted the participants to understand the fundamental principles of rural development distilled over an world experience of 150 years and not be carried away by rhetoric and outmoded concept and ideas which have failed to help the rural poor.

Dr. Kropp bid warm goodbye and seemed genuinely pleased at the visit and the response AKRSP presentations received from the provincial government.

The Gilgitis seem to carry their luck everywhere and the flight to Karachi was delayed four hours due to bad weather. Unlike Gilgit it is quite warm in Quetta and the four hours at the airport were not too much comfortable. However, compared to Karachi heat and humidity, Quetta appeared a heaven.

April 19-22, 1987

Subject: Replication of VOs country-wide

Venue: Office of the Adviser to Prime Minister and Ministry of Local Government and Rural Development, Islamabad.

Participants:

- Mr. Anwar Aziz, Minister of Local Government and Rural Development.
- Mr. Sartaj Aziz, Adviser to the Prime Minister.
- Mr. Sajjad Ali Jilani, Joint Secretary, Ministry LG&RD.
- Mr. Samin Jan Babar, Joint Secretary, Ministry of LG & RD.
- Mr. Shoaib Sultan Khan, GM AKRSP.

The Chief Minister Punjab observed that a revolution was being ushered in through this proposal. Mr. Qasim Shah supported the proposal citing the Gilgit example where it has been a success. The only cabinet member who opposed it was the Minister for Planning who considered it not practicable and instead advocated setting up of model villages with investment of Rs.1.5 million per such village. Mr. Sartaj Aziz vehemently countered the argument and dubbed the proposal for setting up of model village totally unfeasible and waste of resources.

Mr. Sartaj Aziz asked for my help in drafting the necessary amendments to the existing law for giving a legal shape to VDC and also hinted at my heading an organization in the Federal Government to implement the proposal. The terms and conditions would be negotiated to my satisfaction. On my polite refusal as Gilgit work was still unfinished, he suggested the setting up of an autonomous board under my chairmanship with members from Federal and Provincial Governments, including himself as a member, to lay the policy guidelines and monitor progress of implementation of the proposal. His idea is to use National Centre for Rural Development as the apex organization for recruitment and training of the four provincial coordinators and 88 district programme officers. Each provincial coordinator would develop NCRD type facilities for recruitment and training of DPO

staff. An existing rural development centre in a province could be revamped to undertake the functions. He agreed to offer terms and conditions to the staff not dissimilar to AKRSP pattern. He wanted me to identify Federal and Provincial Coordinators.[9]

I gave Mr. Sartaj Aziz the proposed amendments/additions to the existing law, which he fully agreed with and passed it on to the Ministry for incorporation. A copy is at annexure II. He also liked the draft rules but suggested to the Ministry to send it to provinces after the law had been amended. The draft rules are at annexure III.

The provincial governments have yet to agree to what Mr. Sartaj Aziz has in mind in terms of setting up of autonomous structures both at the provincial and district levels and the Ministry of Rural Development has to find the money. It has 270 million now and has been promised 1,000 million in the next financial year. It could manage to get 2,000 million thereafter every year. The Chitral District PC-I may prove a good model for the Ministry, which could expect a 20 million plus outlay for each of the 88 districts. Mr. Sartaj Aziz is very confident of getting funds from the World Bank.

Annex I

Case No. 93/5/87 - Development Institute at
Village/Mohallah level, dated March 10, 1987

DECISION

The Cabinet took note of the position explained in the summary dated October 5, 1986, submitted by the Ministry of Local Government and Rural Development and approved the proposal made under para 12 thereof. It also directed that the system of Local Bodies should be further decentralised to village and mohallah level.

SECRET

GOVERNMENT OF PAKISTAN
MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

SUMMARY FOR THE CABINET

Subject: DEVELOPMENT INSTITUTIONS AT VILLAGE/MOHALLAH LEVEL

Presently, all planning and development activity at the local and district level is being conducted mainly through the government departments and the local councils. While their respective functioning in this regard, cannot and should not, be exclusive of each other, the present government is continuously seeking a more positive and dominant role for the people's representatives in the overall development process. The underlying principle of this policy is to encourage and promote participation of the target population with their development effort directly at the grassroots level.

2. A massive developmental effort has been launched in the country in the wake of Prime Minister's 5-point Programme of Rural Development. However, to ensure that fruits of this ambitious undertaking reach the man in the village, necessary changes and modifications in the local government institutional framework and practices will have to be affected through a truly innovative and dynamic policy move.
3. Active collaboration of the people at the grassroots level with the development process, planning, decision-making and control over implementation is the key to the success of the bold initiative taken by the government to better the lot of rural poor. Planning and development imposed through bureaucratic channels is not only expensive but also devoid of the understanding of the felt needs of the target population. It undermines the local initiative and the spirit of self-help which are essential elements of growth in a democratic set up.
4. Despite a vast network of elected local councils, the inadequacy of the system to deliver goods at the grassroots level is very obvious. Unfortunately, the existing single constituency system of elections at the local level has only aggravated the

9. Very insightful.

problem of the lack of unity and harmony at the village level and is, indeed an irritant to concerted action for collective development. Absence of a mechanism at the village level to facilitate the emergence of a popular forum for articulation of local problems, identification of local needs, resolution of local disputes and mobilisation of joint efforts for the overall development of the area is the root cause of rural backwardness.

5. This analysis clearly highlights the urgent need for further decentralizing the system of local bodies from the union to the village and mohallah by creating a Village Development Council (VDC) in every village of a population of 500 or more and a Mohallah Development Council (MDC) in every mohallah or katchi abadi. The proposal is briefly outlined in the following paragraphs. The description refers to village development councils but can be applied with suitable modifications, to a MDC.
6. The proposed council will consist of the entire adult population of the village or mohallah. it will be responsible for planning and implementing development programmes at the village and mohallah level as well as for dealing with the economic and social problems of the population.
7. The functions and responsibilities of the VDC will be open-ended in nature but initially they would be expected to concentrate on the following activities:

   (i) To promote local economic activity which would leave to higher incomes. The council may prepare annual or periodical agricultural plans for the village.
   (ii) To promote farm services, marketing or consumer cooperatives.
   (iii) To undertake projects which may lead to improvement in the quality of life and living conditions generally.
   (iv) To take up social projects in order to create harmony and mutual understanding among the people.

8. *Every village council will be expected to open and operate a consolidated Village Development Fund, at the nearest bank branch. The VDCs will derive their financial resources from the following different sources:*

   (i) Any seed money made available by government.
   (ii) By raising their own funds through fixed or voluntary contributions. All councils will be encouraged to initiate their own saving schemes.
   (iii) Any revenues realised from sale of community assets and from services.
   (v) All Ushr and Zakat collected in the area covered by each council, can be entrusted to the VDC, which may constitute its own Zakat Committees to supervise the disbursement of these funds.
   (v) By utilizing interest free or other loans available to cooperative organisations for specific purposes.
   (vi) Matching grants that may be provided by UC or DCs for specific projects under terms and conditions to be laid down for such grants.

9. The Village/Mohallah Development Council will constitute an additional and regular tier in the existing hierarchy of local government. However, unlike the union or district councils, it will be an assembly of the entire adult male and female population. It will meet once a month and take all necessary decisions concerning various economic and social projects and various civic amenities to be created. For implementing its decisions the council will appoint by consensus a village committee of 10 to 20 members (depending on the population). The tenure of the Village Committee (VC) will be two years. In small villages there will be no paid staff at the village level. However, some educated and skilled persons can be given special responsibilities on behalf of the village council.
10. *The existing lowerest tier of local government i.e. union council will not be affected in any way by the creation of the new tier of the VDC. The latter will take care of local development only.*
11. Necessary administrative and technical support will be provided to VDC in accordance with the procedure to be evolved in consultation with the provincial governments.
12. To sum up, the Cabinet is requested to approve in principle the following proposals:
    (a) The system of local bodies should be further decentralised to village and mohallah level.
    (b) The creation of Development Council in all villages of over 500 and in Mohallahs and Katchi Abadies.
    (c) To authorise the Ministry of LG & RD to work out in consultation with the Provincial Governments and the Ministries concerned the legal, administrative and financial implications of these proposals.
13. The Minister of LG & RD has approved the submission of this summary.

SAFDAR HUSSAIN KAZMI
Secretary.

Islamabad, the 9th October 1986

Annex II

Section	Clause/Sub-Clause	Proposed amendments/additions to Local Government Ordinance 1987
6	(a)	a village development council for each village as a mass coalition of all those residents of a village whose common economic and social interests are best served by organizing as a council;
12	(3)	for every village development council there shall be a chairman and a manager who shall be elected by consensus in an open session by the members of the VDC;
21	(e)	should not be applicable to a candidate or members of a VDC;
25	(1)	not clear. The VDC should have no term and its office bearers should be changeable any time subject to the consensus of the council members;
	add (5)	the first meeting of a VDC shall be held within 30 days of its constitution and it shall continue to meet at least once a month thereafter on a regular basis;
26, 26A-(1), (2)		should not be made applicable to a VDC;
38	(a)	a specimen of the VDC bye-laws is attached.

CHAPTER VII

Functions of Rural Local Councils[10]

49.Functions and responsibilities of the VDC:

A VDC may, and if so directed by government, shall undertake all or any of the following functions:

(i) promote local economic activity which would lead to higher incomes;
(ii) take up social projects in order to create harmony and mutual understanding among the people;
(iii) inculcate thrift and mobilise savings to provide credit to members;
(iv) arrange reclamation and development of land and irrigation facilities and other productive physical infrastructures and their regular maintenance;
(v) identify productive projects and establish priorities among them;
(vi) supply agricultural inputs and other requisites to the community;
(vii) arrange the marketing of agricultural produce and handicraft products;
(viii) arrange veterinary and plant protection services and facilities in the village;
(ix) arrange and participate in upgrading of human skills training programmes;
(x) participate in management of local affairs settlement of disputes and petty affairs in the village;
(xi) sponsor and supervise schemes of primary health with special emphasis on sanitation, conservancy, cleanliness of environment and portable drinking water;
(xii) encourage primary education and adult literacy;
(xiii) help in assessment, collection, regulation and administration of Federal/Provincial grants, Zakat, Ushr in association with local religious leaders;
(xiv) fix credit limit for members in accordance with equity and social justice;
(xv) examine the accounts, sanction loans to members, supervise their end-use and effect recoveries;
(xvi) sanction contingent expenditure;
(xvii) decide the terms and conditions on which deposits are to be received and arrange for the payment or return of deposits;

10. This is laying the foundation of a democratic culture. It is like reigniting the spirit of democratic local governance that was part of Panchayat and Jirga system.

(xviii) acquire and construct buildings or carry out works necessary or conducive to the proper functioning of the council;
(xix) register births and deaths and maintain vital statistics; and
(xx) any other function likely to promote the welfare and economic betterment of the village community.

Annex III

BYE-LAWS OF THE VILLAGE DEVELOPMENT COUNCIL

NAME:

1. This council shall be called the Village Development Council (VDC). Its registered address shall be .... post office .... tehsil ..... district .....
2. The area of operation of the council shall be village ..... Tehsil ..... District .....

OBJECTS:

3. The objects of the council are to promote the economic and social interests of its members and more part particularly to:
   (i) promote local economic activity which would lead to higher incomes;
   (ii) take up social projects in order to create harmony and mutual understanding among the people;
   (iii) supply agricultural inputs and other requisites to the community; inculcate thrift and mobilities savings to provide credit to members;
   (iv) sell or hire out agricultural machinery and implements and arrange for their repair and maintenance;
   (v) supply diesel oil, lubricants, spare parts and equipments;
   (vi) establish projects like poultry, livestock, dairy, agro-processing industries etc., and encourage similar projects among members;
   (vii) arrange the marketing of agricultural produce and handicraft products;
   (viii) acquire and construct buildings or carry out works necessary or conducive to the proper functioning of the council;
   (ix) upgrade human skills, know-how etc., in the village and
   (x) do all other things as are conducive to the attainment of above objects.

MEMBERSHIP

4. The members shall consist of:
   (i) Persons who join the application for registration.
   (ii) Persons admitted in accordance with these bye-laws.
   (iii) Ordinarily residing or carrying on business within the area of operation of the council.
   (iv) Of Good character.
   (v) Of not less than 21 years of age except in the case of a minor heir of a deceased member, and or conviction of moral turpitude resulting in imprisonment for a period of three months or more.

6. Members shall be admitted after selection/approval by the general body, once the initial membership is finalised.

7. Every member on admission shall sign his name or make his thumb mark in the register of members and pay an admission fee of Rs. 25.00 and value of at least one full share, payable in instalments.

8. Membership shall be terminated on:
   (i) Death.
   (ii) Ceasing to hold one full share.
   (iii) Withdrawal after one month notice to the Secretary/Manager provided that the member withdrawing is not in debt to the council and is not a surety for unpaid debt.
   (iv) Permanent insanity, and
   (v) Expulsion by a two third majority of a general meeting in which not less than half the members are present and vote.

9. Every member shall nominate a person or persons to whom on his death, his shares shall be transferred and shall attest the nomination by making his signatures or thumb-mark in the register of members. Provided that where more than one person/s are nominated, the member at the time of nomination, shall specify the proportions of the amount (available for transfer) to be paid to the various nominees. If the nominee or nominees is or are not admitted to membership, his or their shares shall be sold to other member/s or to qualified application/s for membership approved by the committee or shall be sold to the share transfer fund. The nominee or nominees shall then be paid the value of the shares less any sum due from the deceased member to the council.
10. A member shall not transfer his share except with the previous permission of the implementation committee.
11. A person whose membership is terminated under bye-laws, 8(ii), (iii) or (v) shall be entitled to transfer his shares to other member/s or to qualified applicant/s approved by the general body or to surrender them against payment to the share transfer fund.
12. The value of the share shall, in no case, be more than the sum received by the council in payment thereof.
13. A member may be expelled for:
    (i) Ceasing permanently to reside or carrying on business in the council's area of operation;
    (ii) .... (a) failure to pay the share money or debts due from him to the council;
    ... (b) failure to conduct business with the council for two years.
    (iii) Conviction in a criminal offence involving dishonesty or moral turpitude or resulting in his imprisonment for three months or more;
    (iv) Bankruptcy or on applying for bankruptcy; and
    (v) Any action which may be held by the general body to be dishonest or contrary to the stated objects of the council or to the interest of village.
14. Any money due to any account from the council to a member or past member or person claiming through him may be set off in payment of any sum which he owes or for which he stands surety.

LIABILITY:

15. Members shall be jointly and severally liable for all debts incurred and all loans and deposits taken by the council in pursuance of its stated objects to the extent of five times the value of their paid up shares.

CAPITAL:

16. The capital shall be composed of:
    (i) Admission fee.
    (ii) An undetermined number of shares of the value of Re. 100.00 each.
    (iii) Deposits from members and prospective members.
    (iv) Loans or grants from government, banks or other sources.
    (v) Profit and reserve funds, and
    (vi) Securities obtained from customers and employees.

SHARES:

17. Every member on admission shall purchase at least one full share and pay its value. No member shall hold more than one fifth of the share capital of the council. In case the shares of the member exceed, through transfer under the bye-laws, the prescribed limit, the implementation committee shall be authorised to dispose off such portion of the shares, in the manner admissible under the bye-laws.

GENERAL MEETING:

18. The supreme authority of the council shall vest in the general meeting which may be held weekly/fortnightly/monthly and at the time of annual audit or as soon thereafter as may be found practicable; and shall be held within a period of 3 months after the date fixed for making up the accounts of the council for the year under the rules for the time being in force; and within one month when summoned by the competent authorities or requisitioned in writing by one-fifth of the members of the society.
19. The Chairman and in his absence any member elected for the purpose by the majority of the members present shall preside over the general meeting. Presence of the at least one third members shall be necessary for the disposal of any business at such meetings provided that when total number of members exceeds ninety, thirty members shall suffice.

20. If in case of an ordinary general meeting, quorum is not forthcoming, the Chairman shall postpone the meeting to a date not less than 7 days and more than a fortnight later, and the business transacted at the postponed meeting shall be the same and no other than proposed for the original date of the meeting. If quorum is not still forthcoming, resolution may be carried out by a majority of three fourth of the members present.
21. Amendment of the bye-laws shall be carried out by a majority of a meeting in which 2/3 of the members are present except in the case of model bye-laws or amendments previously approved by the competent authority, which may be adopted by a simple majority at a general meeting in which due notice of intention to discuss such byelaws or amendments has been given. All other questions before the general meeting shall be decided by a simple majority of members. When the votes are equal, the Chairman shall have a casting vote. Each member shall have one vote only. No proxies shall be allowed.
22. No member/s shall be allowed to vote in a general meeting who is in arrears of his share instalment or defaulter of a loan or an instalment of a loan of the council.
23. All business discussed or decided at a general meeting shall be recorded in a proceedings book which shall be signed by all the members present. The following business shall be transacted in a general meeting.

    (i) identification of productive projects/problems and establish priorities among them;
    (ii) development, protection and improvement of land but without compromising individual ownership or in groups;
    (iii) implementation and maintenance of productive physical infrastructure works;
    (iv) raising of equity capital savings;
    (v) management for supplies of agricultural inputs like fertilizer, insecticides/pesticides, veterinary medicines etc.;
    (vi) management for sale of agricultural inputs thereby minimising expenses and maximizing profits;
    (vii) upgrading of skills, know-how etc., in the village;
    (viii) management of local affair, settlement of disputes and petty affairs in the village;
    (ix) creation and maintenance of social services in the village;
    (x) selection/admission and expulsion of members, and approval of the transfer of shares;
    (xi) fixing for the council the maximum liability to be incurred during the following year in loans or in deposits;
    (xii) fixing of maximum credit limits for members, in accordance with the procedure given by the lending institution;
    (xiii) election, suspension and removal of office-bearers;
    (xiv) amendment of the bye-laws;
    (xv) election of representatives to the credit institution of which the council is a member;
    (xvi) approve disposal of profit according to the bye-laws of the council;
    (xvii) frame rules and regulations to ensure the achievements of stated projects of the council and its efficient working;
    (xviii) examine the accounts, sanction loans to members, supervise their end-use and effect recoveries;
    (xix) sanction contingent expenditure;
    (xx) decide the terms and conditions on which deposits are to be received and to arrange for the payment or return of deposits; and
    (xxi) acquire on behalf of the council shares.

IMPLEMENTATION COMMITTEE

The Implementation Committee of the council shall consist of the 6 members above the age of 21 years, elected in a general meeting as under:

(1) President of the Village Council;
(2) Plant Protection and Production Specialist;
(3) Livestock Specialist;
(4) Marketing Specialist; and
(5) Nominee of the credit institution:

The specialists shall be the permanent members of the council while President, Manager and nominee of the credit institution could be changed by the general body whenever it is necessary.

24. A member of the Implementation Committee shall cease to hold office if:
    (i) he resigns from the council or from the Implementation Committee and his resignation is accepted;
    (ii) declared of unsound mind;
    (iii) declared insolvent or applies for the same;

(iv) fails to attend three consecutive meetings of the Committee or to perform his duty as assigned by the council; and
(v) convicted of a criminal offence involving dishonesty or moral turpitude resulting in imprisonment for three months or more.

26. The Implementation Committee shall be responsible for the following duties assigned by the general body:
    (i) observe in all their transactions, provisions rules framed under the bye-laws of the council;
    (ii) keep a true and accurate account of all the assets and liabilities of the council including amounts received and spent;
    (iii) keep all the banks and records of the council correct and uptodate;
    (iv) prepare and lay in the general meeting, the profit and loss account, audited balance sheet, budget etc.;
    (v) consider the audit and inspection reports of the officers/persons authorised in this behalf;
    (vi) through any member or office bearer or employee of the council or any other person specially authorised, institute, conduct, defend, compromise, refer to arbitration or abandon legal proceedings by or against the council concerning to the affairs of the council;
    (vii) summon special meeting whenever required; and
    (viii) the Implementation Committee shall be accountable to the general body.
27. In the conduct of the operations of the council, the Implementation Committee shall exercise the prudence and diligence of ordinary men of business and shall be personally responsible for any loss sustained through their gross negligence or through breach of any bye-law.
28. The proceedings of the Implementation Committee shall be recorded in the minute book of the council and shall be signed by all the members present.

SECRETARY/MANAGER

29. The Council shall elect by unanimous vote a Secretary/Manager who shall take hold and keep in safe custody and uptodate all the registers and papers in use of the council and produce the same before the persons authorised to inspect/audit the council.

30. The powers and duties of the Secretary/Manager shall be as follows:
    (i) execute the decisions of the General Body and the Implementation Committee;
    (ii) prepare all receipts, vouchers and documents required under the notified rules or the bye-laws or called for by the General Body;
    (iii) summon and attend General Meetings and Committee meetings and record their proceedings;
    (iv) prepare annual statements;
    (v) correspond on behalf of the council; and
    (vi) certify the copies of entries in the council's books under relevant laws.

REGISTERS:

31. The following registers and papers shall be maintained:
    (i) A register of members, showing the name and address of every member, the number of shares held by him, the date of his admission to membership and the date of termination of membership;
    (ii) A cashbook showing the receipts, expenditure and balance on each day on which business is done;
    (iii) A ledger account for each member, depositor and creditor and for miscellaneous and contingent income and expenditure;
    (iv) A register for purchase and sale of agricultural implements, produce and stock;
    (v) A minute book showing the proceedings of General Meetings and Committee Meetings and the notes of inspecting officers;
    (vi) A pass book for each depositor;
    (vii) A register showing credit limits of members;
    (viii) Such other books as may be required for recording business transactions and other activities of the council; and
    (ix) A register by each specialist for recording his activities.

32. The register and papers of the council shall be opened to inspection of any one interested in the funds, except that no one shall be allowed to see the deposit account of any person without that person's consent in writing.
33. Copies of the bye-laws and the balance sheet shall be supplied free on demand to any member.

TREASURER:

34. The Treasurer/Manager/Secretary or the person appointed by the council under bye-laws, shall take charge of all money received by the council from the bank, from members and from other and shall make disbursements in accordance with the directions of the council. He shall sign the cash book in token of its correctness and produce the cash balance whenever called upon to do so by the council or auditor or any other authorised officer.

EMPLOYMENT OF FUNDS:

35. The funds of the council may be devoted to the promotion of the stated objects of the council and to the purposes set forth in bye-laws 32, 33 and 34.

NOTE FOR THE RECORD

Subject: **Expansion of AKRSP to Astore**

The four newly elected members of the Northern Areas Council from the district of Chilas called on General Manager, AKRSP on 2.4.1988 and made a request for expansion of AKRSP to Astore. The members of Darel and Tangir assured of their support to the proposal.

Later on the Administrator, in a discussion on the subject in his office on 3.4.1988, strongly endorsed the proposal. In his view, extension of AKRSP to AStore would make it truly non-sectarian and effectively quash the smear campaign against AKRSP that it was operating only in Ismaili or quasi-Ismaili areas. He implied that the Administration had played an active role in persuading all the councillors from Chilas district to lend their support to the proposal.

NOTE FOR RECORD

Subject: **Visit to Sindh Rural Support Organisation (SRSO)**

By: Shoaib Sultan Khan
June 24 2006

My Sindh odyssey took me back to my initial days in Northern Areas with the difference that the outside temperature instead of minus 8c hovered between 43 and 50 centigrade. I visited seven upper Sindh districts – Ghotki, Jacobabad, Kashmore, Larkana, Qambar, Noshero Feroze and Shikarpur – met 7 District Nazims and their district staff; held 7 First Dialogues with assembly of villagers ranging from 75 to 250; held 14 community dialogues with male and female organizations. Attended luncheons hosted by District Nazims and one by MPA Shikarpur to which nearly 100 guests were invited and an afternoon tea with ex-District Nazim of Larkana. Visited Mazar of Sachal Sarmast and grave of Zulfiqar Ali Bhutto. Attended a dinner hosted by SRSO at Sukkur where the District Nazim was the chief guest and held a debriefing session with all the SRSO staff from CEO to the Intern Social Organizers which lasted till late in the night. The day often began at 0600 hours and ended well beyond 12-14 hours. It was an exhilarating experience for me full of challenge and satisfaction. It reinforced my conviction, beyond measure, in the effectiveness and efficacy of the principles on which social mobilization strategy is based.

I am grateful to Nazar Memon, CEO SRSO for the exposure he gave me from the poorest to the most powerful Wadera I could imagine. Only someone with Nazar's contacts and the respect and affection in which he is held in Sindh, could have arranged this. I am also thankful to Ahmad Ali Khoso, GM SRSO who organized a programme of field visits that I could not have asked for anything more. The way SRSO Professionals and Field Staff received me and latched on to every advice I gave, left me very confident of the future of SRSO.

The First Dialogues were a challenge. Everyone had come with the expectation to hear what SRSO had to offer. Here I was indulging in a harangue asking them to fulfill their obligations before we could forge a development partnership with them. At village Sharomaher in Mithri UC of Ghotki district, the gentleman who welcomed us walked out of the dialogue within first ten minutes and drove away in his car. Another influential sitting in the front row got impatient and demanded what SRSO has to offer. I explained SRSO does not know what each individual household needs to unleash its potential to do what it wants to do because of the constraints and unless households (hhs) organize in 15-25 hh groups with an honest and competent activist each selected from amongst the households by themselves, how could the SRSO determine what it should offer. *SRSO assistance can only be identified on the basis of the micro investment plan (MIP) at household level. This indeed is the most distinguishing feature of the SRSO approach compared to government line departments method of working. SRSO operates at the household level which none of the government departments do.* To my great relief and satisfaction, the entire assembly of over 100 villagers accepted the approach and nearly 21 volunteers came forward to organize 15-25 household community organizations (COs). Ali Gul, SRSO regional programme coordinator (RPC) took down their names and gave them date and time for meeting each group of potential CO members to ascertains likelihood of CO formation. This pattern was repeated at each and every First Dialogue and the response of the assembled throng was the same- an enthusiastic willingness to form COs of 15-25 households despite some people insisting that SRSO tell us what it had to offer, especially if there were elected councilors or contractors or waderas in the meeting place. However, with the exception of village Shah Meher, none of them ever walked out. At village Walidad UC Jumo Aghnu , the ex-District Nazim remained present throughout the dialogue. The Taluka Nazim attended the Dialogue at Saeedo Bagh although he showed some impatience at not knowing what SRSO has to offer. Union Nazims attended all the First Dialogues and the Union Nazim of Mian Sahib Goth UC was the most dynamic and enthusiastic. Even his Union office was the best furnished I have seen anywhere in Pakistan. By the end of the series of First Dialogues, each RPC of the 7 regions had a list of 8 to 21 volunteers from amongst the villagers undertaking to organize 15-25 households in COs. The First Dialogues had thrown up potential for formation of over 60 COs.

An amusing incident took place at village Walidad when a donkey walked in to see what I had to say but before he could express his opinion, two stalwarts jumped on him and muzzled his bray and led him away.

The CEO and GM SRSO would provide tremendous impetus to RPCs by holding First Dialogues in the respective areas of each RPC. This would also act as a training session for Social Organizers and reinforce RPCs expertise in social mobilization. This would also be the most effective way to accelerate formation of COs. Coupled with this is the dire need to train SOs, field engineers and credit officers. They are the most important link in the chain of social mobilization and currently in SRSO this link seems to be the weakest. Urgent attention needs to be paid here and this is the biggest challenge for HRD Unit and Mr. Abdul

Hamid Bollo whose Socratic stance has been most endearing. There is need to conduct interdisciplinary joint training courses for RPCs entire team comprising Social Organizers, Field Engineers and Credit Officers on social mobilization.

The dialogues with COs reflected most encouraging progress in CO formation, savings mobilization, credit disbursement, CMST/LMST, community infrastructure projects (CPIs) etc., in a short period but there have been some serious lapses. No attention has been paid to preparation of micro investment plan (MIP) based on household level identification of potential of households and what they are capable of doing to get above the level of subsistence. This approach is the hallmark of RSPs and the most effective way to reduce poverty. In the campaign mode to form COs, the main objective of CO formation got side-tracked and lost. There is urgent need to focus on MIPs at household level.

Community Infrastructure Projects (CIPs) are the most effective intervention in mobilizing largest number of households in COs. This opportunity has been lost in implementation of most CIPs by not insisting on organization of all beneficiary households in COs. In future no CIP should be implemented unless all the beneficiary households organize in COs of 15-25 households. Once organized, these COs would sustain themselves even after the completion of the CIP by partnering other programme packages of SRSO.

The women in development were on the backburner in SRSO also like other RSPs, however, the women CO we had dialogue with, was decidedly the most lively and dynamic of the COs we visited. When someone started speaking about behavioural change, a voice came out from the assembled women that preach this to our men who are so reluctant to give opportunities to women. A woman from Sultankot especially singled out the Pathan men whose attitude was most stern towards emancipation of their women. By a strange coincidence when we were waiting for the flight to Karachi, the next day at Sukkur airport, we ran into Commissioner Afghan Refugees, a Pathan from Sultankot. I told him what their women thought of their men and invited him to act as a Resource Person for SRSO Gender Sensitisation Training Programme. The formation of women COs will only happen if credit, CPI and other programme packages to male COs are made conditional on formation of women COs. I have seen this works even in the most conservative society like Lachi Poverty Reduction Project (LPRP) where formation of male and female COs kept pace with each other. But this would only happen if SRSO male staff from CEO downwards are gender sensitized including the Chairman who during his dialogues did not give as much emphasis on women CO formation as should have been given. The CEO will have to act as Gender Champion and keep monitoring progress in this regard. The SRSO women staff will also have to assert themselves to get their rights as they did in the debriefing session on the last day of my visit. I wish they had done it on the first day.

In the natural resource management (NRM) sector, collaboration between SRSO and Worldwide Fund for Conservation of Nature (WWF) witnessed at village Taj Mohammad in Ghotki district was most impressive. I had no idea that WWF has NRM programmes also. In Northern Areas, WWF had supported AKRSP in protecting wildlife which spread all over NAs and Chitral resulting in not only in protection of wildlife like IBEX AND Markhor but has become a great source of income to local communities through trophy hunting. I was impressed to see the interest WWF was taking in the project. Their Senior Programme Officer, Mr. Arif Hameed had come all the way from Lahore to join the event. The district administration was represented by the DCO himself. This is a very good programme and SRSO should make every effort and provide every facility to WWF to take the Taj Mohammad Khan Goth experiment in NRM to as many Goths as WWF is willing to support.

The meetings with District Nazims were real education for me. Each one had their own style and their own vision of what they would like to do for their district. Much of it was brick and mortar but they were equally supportive of social mobilization if someone else wanted to do it. All the Nazims, and where we met the DCOs/EDOs were keen to know what was SRSO and why it has made no attempt to collaborate and coordinate with district administration. This was not a complaint but to enable SRSO to work more effectively. Time has come for CEO SRSO to give a briefing to the Nazim and the district administration about the activities of SRSO, in every district.

In the newly created district of Kashmore (out of Jacobabad), the Nazim and DCO have converted the defunct Polytechnic building into a model district office. The Nazim of the newly created district of Qambar (out of Larkana) though wheel-chair bound because of a hunting accident, had a most forceful personality and a true reflection of a very powerful administrator fully steeped in the culture and traditions of the past. He insisted on seeing me off at my car despite wheelchair bound. In Ratodero (Larkana district), Benazir Bhutto's right hand man Mr. Khursheed Junejo deputizing for the Taluka Nazim, who was not in town, entertained us to tea at his village residence with beautiful local décor. He assured SRSO of every support. The District Nazim Noshehro Feroze was literally mobbed by hundreds of applicants when we arrived at his office. He somehow extricated himself to take us to the conference room where we met all the district officials including NCHD representative who felt that NCHD has already done social mobilization and fostered a cadre of volunteers and there was no need for SRSO to reinvent the wheel. I explained to him the difference in social mobilization for poverty reduction requiring MIP at household level and the social sector where a volunteer or a support group of a few people is enough. At lunch the NCHD official did admit that this was the first time he had learnt the difference in social mobilization for productive and social sectors.

The Nazims seem to be enjoying the pomp and show of the defunct Deputy Commissioner's office but are certainly more accessible to the people. The Nazim – DCO team at Kashmore seemed most harmonious. Then where would one find a DCO who has translated TS Eliot's Wasteland in Sindhi.

The lunch given by MPA at Shikarpur turned out to be a gala affair with the invitees including all the gentry of Shikarpur including the DCO who turned out to be a trainee probationer at PARD Peshawar when I was the Director of the Academy in 1975. I got a chance to introduce SRSO to the guests. This was a fitting finale to the eating and drinking on this tour.

The debriefing session with all the headquarters and field staff of SRSO at Sukkur was most rewarding for me. The 7 RPCs in the backdrop of the Dialogues and meetings with officials held by me, described the strengths and weakness of their understanding and implementation of the social mobilization concept which left me extremely impressed at their grasp and analysis of what they were doing wrong or were not doing at all. The inadequacy of the training and capacity building of the field staff – social organizers, field engineers and credit officers – was unhesitatingly admitted and the neglect of the women staff and women issues was forcefully underscored. The headquarters professionals were also quite articulate about what needs to be done to put SRSO on an even keel. The CEO is fully cognizant of the weaknesses in MER and Finance.

My conviction is that the success of the social mobilization approach is dependent on (i) willingness of the community; (ii) presence of honest and competent activists and (iii) a support organization with dedicated and committed staff which believes in the efficacy of the social mobilization approach. During my visit, I found all three essentials present. It is for CEO and GM now to make the best use of the material available to achieve the objective of SRSO of poverty reduction.

NOTE FOR RECORD

June 14-19, 2008

By: Shoaib Sultan Khan
June 25, 2008

Visits to SRSO and TRDP

My main focus of visit to the Sindh Rural Support Organisation (SRSO) was the community investment fund (CIF), poverty score card (PSC) and community resource persons (CRPs), besides the meeting of the Board of Directors of SRSO.

The CIF dialogues that I held have been recorded by Mohammad Ali Azizi of RSPN as a true mirror of what happened. The Dialogue Reports are attached. What came out clearly was the capacity and empathy of the women organizations (WOs) to identify the target group and their plans how to help them and what should be the terms and conditions for disbursement of CIF. The moment this decision making process is distanced from the WO, it gets distorted even at village development organisation (VDO) level. It was also quite evident that WOs would be a better option for success of CIF. Another insight was to initiate CIF at VDO level instead of LSO, unless the LSO is mature enough to take up the responsibility of only acting as a wholesaler of CIF to VDOs. CIF should not be initiated until PSC exercise has been completed in the village.

I was most impressed at Nazar's achievement of completion of PSC in two Union Councils in a short period. Rukhsana told me that a team of three persons were able to do the job. If activists CRPs are also involved, I have no doubt the whole exercise can be done more quickly and extensively. *But one thing is abundantly clear that without PSC, there is no way RSPs can find out whom they are benefiting,* whether they are reaching the destitutes and the chronically poor and even in the poverty profile scoring 25-34 points how many are the beneficiaries. The PSC categorization is 0-9 extremely poor, 10-24 chronically poor, 25-34 transitory poor, 35-49 transitory vulnerable and so on and so forth from transitory non poor to rich. The sooner RSPs do PSC the better position they would be in to answer the questions what are RSPs doing and whom are they benefiting. *The CRPs are a rich resource to undertake union wise census through PSC.* All they would need is a couple of days training to undertake the census, some supervision and crosschecking of data on a sample basis to verify the authenticity of the data.

My meeting with Activists as potential CRPs was most encouraging. They were most willing to discharge the responsibilities of CRPs of social mobilisation. The arrangement needs to be streamlined. The first step should be identification of CRPs from amongst Activists who clearly and convincingly demonstrated by their track record that they possess the attributes of a CRP. Their CO/WO would be the best mirror of their leadership qualities and their commitment to social mobilisation. The second step would be the selected CRPs volunteering and an expression of willingness where and which village, union, taluka, district they are prepared to go. The third step would be a formal agreement with them. The most appropriate form of such agreement could be an output based remuneration according to an agreed criteria of the requisites of a viable CO/WO. This would save RSPs from the botheration of counting number of days CRPs have worked for purposes of remuneration. The assessment by an SO was that it took him ten hours spread over 5/6 visits to from an organization. The potential CRPs thought the response to them from the people would be much quicker. However, it should be Left to the CRPs how they want to go about it: alone, in groups, how many visits, which areas etc. RSPs objective should be to evaluate the CO/WO once CRPs report completion of their mission and if the organizations come upto the agreed criteria, remunerate the CRPs according to agreed formula. The CRPs may have to be paid some travel cost in advance if they volunteer to work outside their Union Councils.

The meeting of the SRSO Board received Nazar Memon's intention to leave SRSO on health grounds at the completion of his three years tenure and his advice to recruit a younger person to meet the future challenges of SRSO. Nazar did a great favour to me by agreeing to my request to accept the job as no suitable person was willing to be based in Sukkur. Despite family hardships and physical difficulties Nazar agreed to my request and I would remain ever indebted to him for coming to my help. His greatest quality is his integrity and SRSO needed this most which initially was provided by Dr. Suleman Sheikh without his volunteering to be honorary CEO of SRSO, it would have been impossible for me to accept the chairmanship of the organisation.

Nazar is now leaving an organisation which is vibrant with tremendous potential. The Board unanimously decided to request Sono Khangharani to accept the CEOship of SRSO which to my great relief, I was able to persuade him to accept with the blessings of Dr. Suleman Sheikh, Chairman of TRDP.

I was visiting TRDP after two years on insistence of Sono and his promise to take me to Nagarparkar, a name which seemed to hold an special fascination for me. Sono picked me up at Sukkur and drove to Hyderabad, a four hour journey, where we spent the night in Indus Hotel with four star facilities. Next morning we drove to Nagarparkar via Mithi, joined by Adamjee team led by Capt. Mahmood Sultan. On way we visited Kaloi Union Council and met men and women activists and members.

One after the other the CO/WO activists briefed us about their achievements, along with PSC results. Many of them had also adopted community led total sanitation (CLTS) and their villages were now open defecation free (ODF). Their achievements in every field, be it micro credit, community infrastructure projects, natural resource management (NRM) or health initiatives like micro health insurance, were very impressive. Now that they had done PSC, they were fully sensitized to how much more needed to be done if the extremely poor and chronically poor had to be helped to come out of poverty. Here was a community with complete religious harmony, with precious social capital in shape of CRPs and strong desire to progress.

Our next stop was at Danodhandal where a livestock vaccination camp had been organized under aegis of the PM's Livestock Programme. More than 200 animals had been vaccinated and treated including horses, donkeys, cows and goats. The salient feature of the camp was participation of three private companies with their medicines and professional staff. Prof. Jaimal Dhanani and Mr. Jamil Raja, Director TRDP were also there. The livestock clinic was also located here which seemed fairly well stocked. In the ensuing dialogue, the CLEWs explained their work. I was happy to see that the PM Livestock Programme was being implemented here with great enthusiasm and the villagers present seemed appreciative of the services being provided.

The visit to Malaro Drip Irrigation Project funded by Pakistan Poverty Alleviation Fund (PPAF) was indeed trail blazing in an area where nothing seemed possible except peoples total faith in fate and God's mercy of occasional rain.

The Drip Irrigation Project Malaro can bring thousands of families out of poverty in the area. The investment, on the pattern of Malaro, comes to about Rs. 100,000 per family giving them a permanent sustainable livelihood by providing an acre of irrigated land capable of at least two cash crops like sunflower and cotton. The main cost of the project are solar panels and drip irrigation pipes. A national firm Micro Drip collaborated with TRDP in setting up the system. The project takes up parcels of 8 acres to irrigate benefiting sometimes more than 50 members of the families. I would strongly commend this project to PPAF and would assure them of their grant truly spent pulling the poor out of poverty.

By the time we reached Dando Kasbo, it was evening and the peacocks were congregating in the temple compound where people of COs/WOs had also assembled. They described their activities and seemed most excited about drip irrigation through solar energy. TRDP with the help of PPAF had really ushered in a ray of hope for a better future for them. TRDP has, as yet, not initiated PSC here which I strongly recommended, so that extremely poor and chronically vulnerable are not left out.

Mithi to Nagarparkar road was a joy to drive on through the desert which I was told with the first rain transforms itself in a green pasture. The granite mountains appear to be man made temples of enormous size. Courtesy Rangers we were taken to the border from where Ahmadabad was said to be a little over 100 km away. The Indian side of the border is fully fenced. The Rann of Kutch and its wild donkeys, which I was sorry to hear now number no more than a few, straddles this area. I still remember the comment of a foreign journalist on 1965 Rann of Kutch war that very soon the waters of the sea will rise and fill the Rann and then Indians, Pakistani soldiers and wild donkeys alike will run for high ground.

On way back from the border picket where we were escorted by Captain Dr. Danish, the only Hindu in the Pakistan Army, we were greeted by DCO Tharparkar Tamizuddin Khero and Wing Commander Major Waheed. Tamiz had driven more than 100 km from Mithi to meet us. I was most touched. We later had dinner with him at the Nagarparkar Rest House, after which he drove back to Mithi. It speaks volumes of the peaceful conditions in the district. TRDP took advantage of DCO's visit and a member of WO whose husband died in an accident and was insured by Adamjee micro health insurance, received cash compensation of Rs. 25,000 from the DCO. TRDP has introduced the system of paying insurance claim in cash instead of cheque which caused lot of hardship to the people, there being very few banks in the area.

The Nagarparkar Rest House is a most comfortable place where there was even no load shedding. We took an early start in the morning for Mithi and on the way went past Marvi's village and also visited the exquisite Jain Temple Gaurika Mandir. Thirteen hundred years old, still like a jewel with beautiful frescoes and marble work sadly being inhabited by bats.

At Mithi, Sono was having Local Support Organisations (LSOs) and Activists Workshop which I also attended for a couple of hours and shared with them the importance of PSC, the methodology of CIF and the role of CRPs. TRDP's Urban Microfinance Programme is making a tremendous difference to the participating women. Finally we stopped at TRDP's NRM Training Farm which was being set up two years ago and was now in full bloom including the carpet weaving centre which was producing quality carpets.

My heart was gladdened beyond measure when I saw caretaker of the Farm Juggo's new house, which was a shabby little shack last time I saw it, like a poor man's hut in the shadow of a palace. I had pointed this out to Suleman and Sono. I was so happy to see what they had done to make Juggo happy. This really epitomises the spirit of TRDP and the dedication and concern of Sono and his team, TRDP Board and its Chairman. May this spirit live for ever and gain strength to strength as TRDP matures and expands.

I made it in time to Karachi to catch the 1900 hours flight to Islamabad. It was a memorable visit.

NOTE FOR RECORD

By: Shoaib Sultan Khan
April 28, 2009

Subject: Union Based Poverty Reduction in the Province of Sindh

The saying: "There is a time for everything" was never more true than in case of the acceptance and implementation of the Rural Support Programmes (RSPs) strategy in the Province of Sindh. In 1989, after a presentation on AKRSP by me to the then Prime Minister Benazir Bhutto, a letter was written at her behest by Salman Farooqui to the then Chief Minister Syed Qaim Ali Shah and I was asked to make a presentation to the Chief Minister. Nothing came out of the presentation at that time. Twenty years later, I was again invited to make a presentation before the same Chief Minister. He heard me for nearly two hours. Asked many questions and at the end observed "you seem to have the prescription for poverty reduction". I responded. 'indeed Sir, but you have the medicines in shape of the resources needed to administer the prescription'. The Chief Secretary Fazlur Rehman put his full weight behind my entreaties to the Chief Minister to implement the Union Plan, I had presented. True to his promise, Chief Minister Syed Qaim Ali Shah approved the implementation of the Plan in two districts of the Province to begin with. *Currently in the Government of Sindh, I find an unbelievable combination of policymakers and administrators in the persons of Chief Minister, Chief Secretary, Additional Chief Secretary Nazar Mahar and Special Secretary Finance Naheed Durrani who have a genuine concern for the poor and are earnestly trying to banish poverty from the rural areas of the Province of Sindh.*

The UC Based Poverty Reduction Programme (UCBPRP) for the districts of Shikarpur and Kashmore in the Province of Sindh envisages to achieve the following in the next thirty months beginning March 1, 2009:

- Households organized	84,000
- Village Organizations Formed	4,200
- HH given grants (Extremely poor)	26,000
- HH given CIF	30,000
- Community Infrastructure Scheme	2,332
- Low cost Village Improvement Schemes	700
- HH given Scholarships for Vocational Training	21,000
- Activists trained as Managers, Book-keepers etc.	8,400
- VO CIF Management and	
- Workshop participants	58,744

An amount of Rupees three billion has been sanctioned by the Government of Sindh for the above mentioned activities and the first instalment of Rs. 500 million has been transferred to SRSO account.

The first activity that SRSO took in hand was Poverty Score Card (approved by the World Bank) and situation analysis of 87 Union Councils in the two districts. The task was completed in a record time of one month. Other RSPs might like to study the methodology adopted in achieving this incredible feat.

On the advice of the Additional Chief Secretary (Development) Mr. Nazar Mahar, SRSO took up Taluka Ghari Yaseen for a fast track intensive implementation of the UCBPRP comprising:

- Total UCs	14
- Total Households	41,509
- Extremely Poor	2,989
- Chronically Poor	6,346
- Transitory Poor	7,886
- Non-Poor	24,288

I was visiting Taluka Ghari Yaseen to see the progress of the UCBPRP, from April 20 to 23, 2009. I visited 5 Union Councils out of 14. SRSO has taken a decision that income generating grants and CIF will only be given to women. Hence the women representing each household are being organized initially. I was pleasantly surprised and absolutely delighted that each of the places I went to, even where I was asked to hold a first dialogue, women in unbelievable numbers turned up along with some men in all the places. There seemed an enthusiastic response. There is a team of SRSO professionals of a male and a female in each

Union Council. I met the team members at Shikarpur and some of the teams had achieved over 60% social mobilisation in their Unions. The minimum mobilisation in organized COs of households each team has to achieve, has been set at 70%. When I asked them how did they achieve such high percentage of organized households in less than a month. They all were unanimous that it were the Community Resource Persons (CRPs) who helped them achieve such levels of social mobilisation. Some teams had as many as 75 CRPs working with them. Sono was confident that by end June, he would achieve the objective of organizing more than 70% of the households in Taluka Ghari Yaseen. Since the critical mass of organized COs happens so fast, the formation of village organizations (VOs) is also taking place simultaneously enabling non- poor also to join in for identification and implementation of Community Physical Infrastructures (CPIs). More than 80 VOs have already been formed in Ghari Yaseen.

I would urge Sono to initiate CPIs in organized VOs at the earliest to keep the momentum of social mobilisation for the entire village going. CPIs should aim at improving sanitation and water supply to give the villages a clean and presentable look. If the village looks dirty and filthy to the visitors that is the lasting impression. Much of the cleanliness can be achieved by simply sensitizing the households who have now been organized. Nazar Mahar in my meeting was putting lot of emphasis on this. Sono should take up one or two villages in each UC and the team should learn what it takes to achieve cleanliness of the village with VO cooperation. The CPI grant should include in terms of partnership (ToP) responsibility of the VO to keep village clean.

I was greatly impressed at the efficacy of the Poverty Score Card. Since the households represented by women which came to the dialogue were all, besides others, from the bottom three bands of the Score Card, poverty stared me in my face. I wondered what would the programme be able to do for them to improve their lot. There was such abject poverty and to make things worse in my first place of visit at village Sehta UC Jindo Dero, there was a dust storm blowing over us. But disregarding everything they listened to me with rapt attention and my spirits lifted tremendously when each one of them assured me that if the programme helps to remove the obstacles in their way, each one of them had the potential to improve their condition. It transpired that the caps they make for the Seth, all the profits go to him because he supplies the material. If the CO could purchase the material itself from its own resources, the condition of the members would improve. It was most heartening for me to learn that the RSPs assumption that there is great potential in people even the poorest and if support is given to unleash the potential, they will improve their situation, is very sound. I experienced the same response everywhere I went, be it village Achar Sadhayo UC Chato Mangi, village Daya UC Dakhan, village Mithan Khan Jamali UC Mirzapur or village Gadani UC Naushero Abro.

When I asked Bakhtawar, an extremely poor household representative in village Gadani, how is she going to improve her life with support from the programme. She had tears in her eyes when she recounted about her six children all under ten years of age and her husband a day labourer. But she had plans hearing what kind of support the programme can give. With the income generating grant, she can lease land and grow crops and with the scholarship for vocational training, her husband could learn a craft and earn a good income. The programme had brought even the extremely poor hope of a better future.

The key to the success of CIF is well trained CO/VO managers and presidents especially in record keeping and a fully trained bookkeeper, as an auditor of the records of COs/VOs. The Bookkeeper should be answerable to SRSO and should not handle cash. This is essential if CIF is to be effective and successful. The salary of the Bookkeeper should be recovered from the COs/ VOs on the basis of a fee to be levied for the monthly audit of their records by the Bookkeeper. Any negligence in keeping and auditing CIF records would be disastrous.

In Social Mobilisation once a CO is formed, the first and most important step is the preparation of the micro investment plan (MIP) at the household level of all the members. The village plan for CIF is the responsibility of the VO. In my meeting with the Team Members of each Union Council, I sensed lack of understanding of this step and greater attention to CPI. For Income Generation Grants and CIF, the MIP is essential and critical. Sono will have to emphasize this step to all concerned.

I was greatly touched and impressed by some of the Team Members taking their life in their hands and doing social mobilisation in No Go Areas of some of the Union Council, where even aircraft guns have been arraigned by villages against each other. This they did despite police warnings not to enter the areas, speaks volumes of the dedication and commitment of the staff recruited by Sono. I have nothing but highest appreciation and praise for them. They are indeed risking their lives for the reputation of SRSO.

The Vocational Training on Scholarships has already taken off. 172 trainees are in Islamabad being trained in different crafts for on an average one month's duration. Another group of 150 is ready to leave. I also visited the Vocational Training Centre being set up in Sukkur to cater for 160 residential trainees. It is expected to start functioning from May 1, 2009.

I was very happy to see lot of potential in the area of vegetable cultivation. I saw crates of tomatoes and chillies piled up on the roadside for transportation to towns and many men, women and children working in the fields picking the vegetables. I am sure this can be given great impetus by the programme through COs/VOs.

On the side, we were also exposed from abject poverty to abject riches due to the courtesy, kindness and hospitability of Agha Siraj Khan Durrani, a Provincial Minister and resident of Garhi Yaseen. Although he was not there, having been detained at Karachi due to President's visit but Sono had strict instructions that I must have lunch at his ancestral home. We were received by his nephew, who spared no effort in extending most generous hospitality and sumptuous meal. The high watermark of the visit to the house was a visit to jewel of a library set up by Agha Sahib's maternal grandfather who had studied at Aligarh (1925-30) for six years. The Library has more than 15,000 books including rare manuscripts like Akbarnama and also rare photographs from Socrates to all Indian political leaders, philosophers, poets and civil servants. It was indeed a real treat the way library has been maintained and well kept.

At Karachi on my way back from Sukkur to Islamabad, I called on the Additional Chief Secretary (Development) Nazar Hussain Mahar and the Special Secretary (Finance) Naheed Durrani.

I informed ACS how pleased and encouraged I was to see the progress made so far in implementing UCBPRP in Taluka Garhi Yaseen and appreciated his suggestion of concentrated Talukawise approach. I assured him of meeting all the targets he had set at the end of 30 months but he will have to be patient as *social mobilisation takes time in gathering momentum but once it gains momentum, it moves very fast.* The speed of programme in Taluka Garhi Yaseen is unbelievable and a very encouraging sign.

ACS also suggested contraction and intensive concentration by SRSO, NRSP and TRDP in one district each on the lines of UCBPRP with their existing resources instead of spreading over thinly in many districts like the current situation. I explained that CRPs are the key to social mobilisation for implementation of UCBPRP and that is what RSPs have achieved in Sindh though they may be thinly spread out. With this pool of social capital, RSPs are now in a position to undertake UCBPRP in as many districts as the Provincial Government desires, if resources are made available. ACS was willing to consider filling in gaps where full resources may not be available for a UCBPRP programme, such as, the coastal development project which NRSP is implementing. Ghias was asked to come up with missing gaps in programmes RSPs are implementing to make them in consonance with UCBPRP.

I think the suggestion made by ACS merits serious and careful examination and consideration by SRSO/NRSP/TRDP and submission of a joint proposal to ACS for his consideration. I would commend to Rashid and Sono to give a serious thought to ACS's suggestion.

Naheed Durrani was happy to hear what I had to say about my visit to SRSO and suggested an urban poverty alleviation programme on the lines of UPAP for Karachi and Hyderabad. Rashid to please put up a proposal to Special Secretary Finance for her consideration.

As to an Urban Poverty Reduction Programme, I suggested to the Special Secretary to involve Arif Hasan, Tasneem Siddiqi, Parveen Rehman of OPP who had the requisite expertise. She agreed with my suggestion and appreciated that burdening RSPs with urban development, would neither result in urban poverty reduction nor successful implementation of rural poverty reduction programmes.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
December 14, 1993

Subject: West Asia and South Asia UNDP Resident Representatives Cluster Meeting at Kathmandu, December 2-4, 1993.

The meeting was attended by the UNDP Resident Representatives of India, Bangladesh, Bhutan, Sri Lanka, Maldives, Afghanistan and Nepal. The UNDP headquarters was represented by Mr. Gus Edgren, Assistant Administrator, Ms Elena Martinez, Regional Director and Division Chief Henning Karcher.

The first day was devoted to discussion on subjects pertaining to internal administrative matters, which I did not attend, having arrived Kathmandu at mid-day on the 2nd of December. The second day was devoted to discussion on operationalisation of the sustainable human development (SHD). The field officers spoke frankly and openly about the lack of vision as to where UNDP was heading and expressed concern at overly attention to upstream policy planning and advocacy without due attention to downstream activities. They felt that there is no dearth of reports and plans as to what should be done. The disappointment is with lack of action. There is criticism that UNDP does not follow through and is only satisfied once a report is completed.

The headquarters staff explained the background of the report of the task force, set up by the UNDP Administrator, for a new vision of the UNDP. The objective of the exercise was to obtain consensus on making the organization more nimble. Change was necessary because of the current situation of crisis due to end of the cold war, recession and donor's change of attitude towards development. UNDP has, therefore, to change to a more thematic, strategic, upstream and advocacy role. Resources will have to be used more for catalytic purpose and attention paid to current global issues, such as, environment etc. A concept of forging North-South compacts will have to be developed. Country specific needs would still receive due importance. Downstream activities would not be excluded but fitted within an approach to get the maximum leverage. The advocacy role means more attention to upstream than downstream. It will have to be done with a finesse so as not to tread on the concept of sovereignty of states. The political underpinnings of the discussions with the stakeholders of UNDP will have to be taken cognizance of. In short UNDP shall have to change from a funding and coordinating agency to a substantive agency.

Some resident representatives felt that the term SHD was patronizing while others thought it to be far too broad and all embracing and suggested a mono-focal approach like UNICEF's on immunisation. They appreciated this process of internal reflection and suggested that the Secretary General's agenda for peace and agenda for development should also include agenda for democracy. The confusion between advocacy, mobilisation and public communication should also be removed.

A plea was made for dialogue with other UN agencies so that this search for a new role is not interpreted as an attempt to make UNDP sustainable. UNDP was operating in 160 countries on a Shoe-string budget, with so many businesses and constituencies and had forged a coherent alliance. There was need for strategic decentralisation recognizing the country specific approaches. The proposal to drop geographical focus and adopt thematic approaches was fraught with risks.

In the context of the above discussion, country experiences were described by each resident representative. A discussion was also held on the proposed World Social Summit, which no one seemed to be espousing unlike the Earth Summit at Rio and UNDP should attempt to put this in focus.

On 4th morning, the participants of the cluster meeting drove to Dhulikhel, an spectacular extravaganza of mountain peaks arranged in one line. It was a most beautiful setting for a presentation on AKRSP which I did with the help of the video and transparencies. The audience broke into spontaneous clapping at the end of the session and the Regional Director rushed up to me saying "you have inspired me" and similar sentiments were expressed by others. My plea to UNDP that their new vision should focus on operationalising participatory development, as all the other UN agencies and even the World Bank were sectoral in their approach. This could, to begin with, best be achieved by demonstrating in each of the SAARC country through fully funded pilots.

c.c. Chairman, AKRSP Board of Governors
General Manager, AKF Geneva
General Manager, AKRSP Gilgit

NOTE FOR RECORD

By: Shoaib Sultan Khan
14.12.93 - 2.1.1994

Subject: UNDP/NGO Consultations at New Delhi on December 11, 1993.

On the request of the UNDP and especially the Regional Director Ms Elena Martinez and Division Chief Mr. Henning Karcher of WASA, I participated in the moot. The list of participants and the detailed programme is attached.

The UNDP Resident Representative in India spoke of *the need for development around people and not people around development.* He said that participation has now been acknowledged as an overall strategy, an imperative and a condition of survival.

Henning Kracher, Division Chief WASA emphasized *the importance of full involvement of the poor in their own development* and the need to operationalise the process of consultation to achieve representation and full participation of the poor in the development programmes meant for the poor.

The Special Secretary to the Prime Minister of India Mr. Venugopal strongly endorsed the recommendation of the UNDP Resident Representatives Kathmandu Cluster Meeting, making social mobilisation by fostering institution building at the grassroots, as the centre-piece of UNDP vision of the future. He felt that the climate was very conducive for this kind of an initiative in view of the adoption of the report of the Commission on Poverty Alleviation, by the heads of the states of the SAARC region. However, he cautioned that mere adoption of the report does not mean political commitment and political will. The need is to translate the commitment and will into action. He gave the example of India's programme of the right to work introduced in 1/3 Blocks (1752) with an allocation of Rs.850 million, which should ensure a minimum of 100 days work to the poor. The challenge is who is going to implement this political commitment and how, without large scale leakages and hijacking of the resources by the undeserved. *He urged UNDP to be action oriented and eschew too many seminars, research studies and reports.* He advocated action at national level by operationalising social mobilisation through picking up actual ingredients from successful case studies. *There was also in his view, a need to promote harmonious relations between governments and NGOs*.

Dr. Poona Wignaraja highlighted the clear message of the SAARC Commission that the large numbers of the poor was putting democracy at risk and not only the past strategies were inadequate but the thrust of the current strategies was also not pro-poor. He felt that political space has opened up for action on the Commission's report and UNDP should facilitate pro-poor planning by countries of the region.

On the request of the Chairperson, Mrs. Kamla Choudhry each country representative of the region was asked to briefly describe the country situation.

Speaking about Pakistan*, I informed the group of the impact of participatory development on poverty eradication, as borne out by AKRSP experience and the governments' willingness to act like an NGO,* when it comes to social mobilisation, by providing resources by setting up the National Rural Support Programme.[11] I fully endorsed the views expressed by Venugopal about UNDP's future vision and role.

The Bangladesh participant urged a rethinking of the role of UNDP in its working with government sectoral agencies to the exclusion of the NGOs.

The Sri Lankan delegate urged a concrete and systematic approach towards social mobilisation as it has shown positive results, but there was limited capacity in existing agencies for social mobilisation and this is made more difficult and complicated because of the *educated poverty in Sri Lanka.*[12]

The Nepalese participant stated that experience has shown that unless the poor are organized, it is not possible to reach them. There is, therefore, a need to strengthen both the delivery and receiving mechanism. NGOs are a new experiment in Nepal and there is no sound relationship between the NGOs and government.

Dr. Hashem, Adviser Planning Commission of India, emphasized that the macro-economic environment should be conducive to poverty eradication.

Rajesh Tandon questioned the plausibility of the Commission's recommendations on the role of government in regard to poverty eradication and the impact of social mobilisation without a close examination of the State and its apparatus. He felt that the Cluster Meeting recommendations would not be resisted by governments of the region.

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11. There is one key message that Development Assistance Agencies need to follow: all their programs should help government work like an NGO. All the strategies, reports, trainings, toolkits, LFAs should show the way to do this. Without this it will be a case of blind leading the blind.
12. Money and education by themselves cannot alleviate poverty. It can be achieved by restoring the broken link between human agency, skill development, credit and market. This can be achieved at affordable cost by organizing communities and creating economies of scale to access resources. To do this the government has to stop using the rule of thumb approach and follow the flexible approach of finding solutions through dialogue.

Mr. L.C. Jain, Chairman of the session, commended the change from poverty alleviation to eradication, as the former term tended to cloud the focus whereas the latter expressed a resolute determination. He referred to the 73rd amendment in the Indian Constitution which would ensure induction of one million women representatives on the Panchayats. In his view, this was the institutionalisation of decision making by the poor. He said that growth was essential for poverty eradication and if decisions are left to the local level, it results in economic, equitable and environmental development.

The afternoon session was devoted to strategies and specific interventions for UNDP support for a sub-regional poverty alleviation programme in South Asia.

The discussants pointed out that poverty was back on the agenda and there is renewed focus on economic development. The SEWA representative pointed out that women organizations were predominant in success stories from the sub-region and women have thus proved to be the leaders in social mobilisation. Some discussants urged examination of regulatory policies affecting the poor in the context of structural adjustment; identification of programmes with resources which could be handed over to village groups and organizations; promotion of genuine community participation and cooperation. The role of governments and NGOs in building up peoples organizations need to be defined and if the objective is to eradicate poverty by the year 2002, there should be no dilution of the mandate of social mobilisation. The 73rd amendment may only achieve community participation upto a point more in the nature of representative participation.

The Sri Lankan discussant pointed out the problems in working with the government and gave the example of Janasaviya which was highly politicised by the late President. She also lamented the lack of coordination between NGOs and programmes trying to reach the poor and very often the development people ended up in dividing the poor. This was giving rise to a trade union of village level workers who have become experts in bargaining with development workers. Many initiatives for eradication of poverty overlap with departmental programmes. There was an urgent need for training of NGOs to avoid conflict and multiplicity with government line departments. Dr. Agarwal advocated assets creation of the poor through savings and adoption of a holistic programme encompassing ecologically sound land use, institutional form should be village organisation (Gram Saba) and not panchayat, liberal laws and adequate finances. There was need for national umbrella NGOs to help local NGOs.

Dr. Wignaraja argued that there were hundreds of success stories and the commonalities can be learned from each other. He urged on UNDP to act as a flexible catalyst for donor coordination to achieve a mass coherent process.

Dr. Rajesh Tandon thought the plausibility of the initiatives being proposed for poverty eradication such as, social mobilisation must be clearly adjudged. The constraints which limits peoples participation, for example, passivity, must be removed. There is need for a more concrete and focussed approach towards poverty eradication.

Prof. Vijay Vyas summing up the discussion observed that there was a new consensus emerging on rural development alongwith what role is to be played by people and agencies at micro, lateral and macro levels. There is need for information dissemination, sensitisation of policy makers, creation of local level institutions with intermediate support structures. The institutional designs may vary a lot. The technology has an important role, so also the market. There is an urgent and dire need for coordination between government and NGOs.

In the final session*, Dr. Rajesh Tandon said that there was nothing new in the analysis of the causes of poverty or the recommendations to eradicate it. In his view, what the poor need, is a favourable environment to assert themselves and to achieve this, rules, laws and procedures should be liberalised. State has got bogged down in a regulatory role instead of creating an enabling environment for the poor to thrive.* There is a strong need for capacity building in south asia - not only training but exchanges for *developing new institutional mechanisms for the poor.* The UNDP's mandate should include consensus building at national level on these issues.

In my remarks, I emphasized the need for action in view of the vast body of knowledge available as a result of the distillation of global experience in tackling poverty. *I also underscored the importance of the lead role of governments in eradication of poverty countrywide because no NGO could accomplish it.* Poverty eradication is the responsibility of governments and they cannot pass on this responsibility to others on the plea that they are not good at social mobilisation. *The need is to demonstrate to governments how they can act like NGOs because without a framework of grassroots institutions participatory development is not possible.* The Aga Khan Rural Support Programme (AKRSP) over the last eleven years, demonstrated this and the Government of Pakistan agreed to give it a trial by creating a National Rural Support Programme (NRSP), an Government-NGO hybrid with its own resources. There is need for such demonstration in every country of the sub-region and UNDP can play an affective role in setting up such pilot demonstrations as recommended by the Kathmandu Cluster Meeting.

Dr. Kamla Choudhry in her concluding remarks emphasized the importance of institution building and advocated strengthening of management. Poverty and environment in her view, were the two sides of the same coin and UNDP's concern with environment augurs well. She lauded UNDP's effort at self-assessment in search of a new vision.

Henning Karcher thanked the participants of their thoughtful and fascinating contributions and said that the consultation was successful much beyond UNDP's expectations.

Chief WASA Division, UNDP Headquarters, New York, NY 10017, U.S.A.

From: Shoaib Sultan Khan

Date: March 11, 1994

Subject: Back to Office Report on Institutional Development at Grassroots Consultancy.

Dr. Anis Ahmad Dani (AAD) and I undertook the consultancy as per TOR approved by the UNDP headquarters and followed an itinerary (enclosed) which took us to Nepal, India and Bangladesh between February 22 to March 4, 1994.

NEPAL

Our flight was delayed due to fog at Kathmandu and consequently we showed up at the Resident Representative's office an hour late. Carroll Long and her deputy Harumi Sakaguchi were most polite but a bit confused about the purpose of the mission and its linkage with the five proposed programmes of MAC-V which Dr. Madhukar Rana was handling. Since your letter of Feb 23 had not reached them clarifying that the purpose of my mission was not "reformulating" but embarking upon the formulation of an entirely new programme focussed on poverty alleviation, I had to reiterate the position that I was not there to reformulate the five proposed programmes. Carroll was fully satisfied rather happy at this clarification.

Accompanied with Madhukar Rana our first port of call was the National Planning Commission where I met my old friend Shrikrishana Uppadhaya, who was a member of the SAARC Independent Commission on Poverty Alleviation. Manoj Bahadur and Paul Lundberg of the UNDP NPC Decentralisation Support Project were also present in the meeting. Uppaddhaya briefly described the government effort in eradicating poverty in the five regions comprising 75 districts of the country and NPC's proposal for setting up a Poverty Alleviation Fund to be accessed by NGOs and other agencies engaged in poverty eradication programmes in the fields of primary education, rural health and nutrition, rural physical infrastructure, women in development and human resource development. The decentralisation effort has reached down to the village development committees (VDCs) which are now being linked to user groups. However there was no support mechanism to organise the user groups and no monitoring to judge their bonafides. The fostering of an institutional framework at the grassroots seemed to be the missing link in the extremely well planned decentralisation exercise. This also seemed to be the logical next phase of the UNDP supported NPC Decentralisation Support Project. The project is concentrating on the six districts of the western region and Uppadhya suggested we take up that area for institutional development at the grassroots. We also made a plan for a quick visit to the area during our stay in Nepal. Manoj promised to take care of the logistics. After hearing the purpose of the mission, Carroll had assigned Manoj to join the mission, which was a most welcome development.

Our next appointment was with the Secretary General SAARC, Mr. Silval, who agreed to meet us half an hour in advance of the appointed time, along with the SAARC Director Programmes. Here again we had to delink our mission with the five themes perceived by SAARC secretariat as the components of the pro-poor plan recommended by the Poverty Alleviation Commission. I reiterated the Commission's recommendation that the centre-piece of poverty alleviation programmes is social mobilisation, hence without first institutional development at grassroots, a pro-poor plan will flounder at the altar of implementation. After this clarification, the Secretary General offered full support and backing for the achievement of the goal of social mobilisation and explained that their inability to participate in the mission, should not be construed as lack of interest. They are fully prepared to interact and would welcome a framework of agreement promoting relations between SAARC and UNDP. Mr. Silval also felt that the document on operationalising social mobilisation by the mission would be a very timely input in the proposed SAARC Finance Ministers meeting in July.

In the evening, we attended a dinner hosted by Shahida Azfar, Regional Director UNFPA to bid farewell to the UNICEF Regional Director and Mrs. Knutson.

February 24, 1994

The morning began with a visit to the King Mahendra Trust for Nature Conservation, where the Executive Director gave us a briefing about their work in Annapurna Settlement, embracing 100,000 people. Constant dialogue with the community is the main strategy but the mechanism for community participation is the forest management committee elected by each community. The Director of the Trust concurred that there was no way to ensure that the management committee, after the election, remained responsive or accountable to the general mass of people. It is only a framework of broad based organizations at grassroots that could ensure genuine community participation.

At ICIMOD Dr. Banskota, Dr. Varma, Prof. Lu and Dr. Bhatta briefed us about the four thematic programmes of ICIMOD and detail growth was possible but would by pass the poor and for that reason, government is giving high priority to social sector encompassing education, health, rural infrastructure and drinking water. However, he maintained that without involvement of the people, their felt needs cannot be identified. Mr. Bhattrai said that without community participation, sustainable development is not possible. He, therefore, strongly endorsed the idea of institutional development at the grassroots.

The Finance Secretary, Dr. Pant, whom we met next, spoke in the same strain as his Joint Secretary in regard to the focus of development planning in Nepal. In his view, despite a large number of donor assisted projects, the operationalisation of poverty alleviation programmes was still difficult. The need was to identify an implementation mechanism which would bring about a behavioural change in the people to own the projects executed at the grassroots. On Uppadhaya's proposal for a Poverty Alleviation Fund, Dr. Pant favoured the idea of such funds being created at district level instead of a central fund.

After lunch, we met a group of NGO representatives who urged that the NGOs in Nepal were quite capable of countrywide social mobilisation. In the backdrop of 44,000 settlements in Nepal, the outreach of even the major NGOs, was no more than a few hundred villages. Nepal has history of only allowing international NGOs to operate in the countryside and it is only very recently that national NGOs have appeared on the scene. However, all the NGO representatives agreed that social mobilisation was the key to effective implementation of poverty alleviation programmes.

In late afternoon assisted by AAD, I gave a briefing on AKRSP and NRSP to a group of about 50 persons organized by Mr. Ram Yadev of the NPC, followed by a small dinner at Ram's residence which was attended by two other members of the NPC, Father Settler and GTZ project director. The discussion centered on development issues and programmes pertaining to poverty alleviation. Ram Yadav showed interest in the eastern region.

February 25, 1994

We started the day with a call on the SAARC Director Programmes, Mr. Navaratnerajah and discussed with him areas of collaboration with SAARC with special reference to institutional development at grassroots to achieve the objective of social mobilisation.

Thereafter we called on Ms Shahida Azfar, regional director UNFPA, who assured us of full cooperation with the UNDP initiative on social mobilisation and suggested that we contact the UNFPA country office, once the project for Nepal is finalised.

Mr. Karl Eric Knutson, Regional Director UNICEF and his deputy Mr. Thomas Mathias welcomed us with open arms at their office and gave us a most delicious lunch. We reviewed UNICEF's experience in community participation and Thomas made lot of written material on the subject available to us.

From UNICEF, we drove straight to the airport to take the flight to Pokhra. With privatization, a number of airlines have now started operating and we had no problem in finding seats on the odd eight flights that ply between Kathmandu and Pokhra.

We took the flight to Pokhra accompanied with Manoj and Dr. Jayasingh Shah, who has taken Manoj's place in the NPC on the UNDP Decentralisation Project. Dr. Jayasingh worked for many years in the Small Farmer Development Programme (SFDP) with Shri Krishna. He took his master's degree from Kerala in India and the doctorate from the States. He gave us a good insight about SFDP and the reasons for lack of progress. We spent the night at a hotel in Pokhra.

February 26, 1994

We drove early in the morning to Syangje district headquarters and were met by the Chairman, Vice Chairman of DDC, a few Chairmen of VDC, and other activists, including a number of women, who have already organized 700 women groups and accumulated Rs.700,000 as savings. The Syangje district has 68 VDCs and a population of 350,000. The DDC budget amounts to Rs.260 million including 120 million of capital and recurrent budget. The line departments are required to execute all their projects through user groups, unless the latter shows its inability to do so in writing. Projects directly implemented by VDC, have only an allocation of Rs.1.8 million. There were complaints that the line departments quite often fake certificates in the name of VDC, to award works to contractors. The DDC has formed four committees to look into development matters as the line departments are obliged to get DDC approval before release of funds for their projects. The Decentralisation Project has developed formats and forms to help DDC and VDCs to discharge their developmental functions effectively and also held seminars to give appropriate training in filling up the forms. But one of the VDC Chairmen complained that the forms were quite complicated and the training period was inadequate besides he finds it very difficult to pass on the expertise to the Chairmen of the nine wards comprising the VDC, whose direct responsibility it is to fill the forms. The DDC and VDC representatives were very enthusiastic about social mobilisation and offered their services to organize people at the grassroots. They agreed that currently the user groups were ad hoc bodies and not genuine participatory forums. There was need to institutionalise them and welcomed the idea of a support structure to undertake this function.

The Chairman of the DDC, Mr. Shiv Kumar Adhikari, who was elected by the electoral college comprising the Chairman and Vice-Chairman of VDCs, took us on a field visit to his own ward, to the disappointment of the representatives of the mothers groups, due to time constraint and showed development of orchards which has proved a rich source of income. The quality of oranges was indeed good. Hindi being the second language in the area, we had no problem in conversing with the people either at the headquarters or in the villages. In Shiv Kumar we found an outstanding activist willing to actively implement poverty alleviation programmes. His Vice- Chairman Lalgopal Aruja and VDC Chairman like Chayya Ram Khanal and women organizers

of mothers groups Ramini Guring and Prem Kumari all seemed a highly precious resource for institutional development at the grassroots.

On return to Pokhra, we met the Secretary of the DDC, an official of the Ministry of Local Government, Avindra Kumar Shershta, who described the functions of the four committees of the DDC, namely, Development and Construction, Agriculture, Small Industries, Forest and Environment and Social and Health sectors. The primary data is obtained by interaction with settlements through VDC's and analysed. The planning process comprises approval and identification of the demands of user groups in VDC advisory assembly, which are then prioritised at Illaqa level (consisting of 4 VDCs) and forwarded to the relevant DDC committee which puts it up for approval to DDC, in consultation with line departments, NGOs and the private sector. The regional or central level projects are directly implemented by the agencies concerned but the district level projects have to be approved by DDC. Pokhra has a total annual budget of Rs.160 million, 40% of which is developmental. We also briefly met the Chairman of Pokhra DDC, Mr. Mahader Gurung, said to be a very dynamic person. Manoj must have made some impression on these people, during his three years stay at Pokhra, because he was not allowed to return with us to Kathmandu and had to extend his stay.

Paul Lundberg saw us at the hotel in the evening on our return from Pokhra and generally agreed with the approach of institutionalizing user groups. The Pakistani Director at SAARC hosted a dinner for us at his residence.

Harumi came to see us the following morning at breakfast and to discuss our impressions of the visit. Carroll had to be out of town for the previous two days on a government sponsored trip of the countryside. In Carroll, I found tremendous perception of the approach to participatory development and a great support of the idea of institutional development at the grassroots. Giving our overall impression of the mission's visit to Nepal, we seemed to have arrived at the following:

i) mobilised general consensus in relevant government quarters for initiating an institutional development at the grassroots process;
ii) identified two possible demonstration areas, namely Pokhra region in the west with Syngje district as the starting point and a region in the east;
iii) Dr. Jayasingh Shah seemed a very good choice for the Pokhra region as project director. He is willing to take up the assignment and Shri Krishna Uppadhaya strongly endorsed his candidature. For the east, Dr. Ram Yadav has expressed an interest; and
iv) an annual recurring cost of US$ one million would be required for institutional development at the grassroots for each area (region) as a very rough estimate. A minimum six year time frame would be needed.

February 27, 1994

We flew into Delhi by mid-day and put up in Jorbagh guest house which had barest of facilities but was located adjacent to Lodhi Gardens. It being Sunday, the closest direct international dialing facility was located in a private house some blocks away. Because of the change in our programme, to avoid being on weekends in Bangladesh and India, UNDP Delhi had been unable to arrange out appointment with Mr. Venugopal. Fortunately I was able to contact him late in the evening at his house and discuss the objectives of the mission. The Secretary to the Prime Minister of India made the following observations:

> the demonstration area should be in the poorest Blocks, which have lowest human development indices, are draught prone like tribal development belt and be part of 1752 poorest blocks. He suggested Rayalseema and Telangana areas of Andhra Pardesh State as most appropriate for this purpose. He also promised to identify individuals as possible project directors.

As Venugopal was busy till the 4th of March in the national budget and a field visit to Hyderabad, we agreed to reschedule the mission to a later date.

February 28, 1994

Planning Commission Adviser, on my request, he agreed to meet us a day earlier, thus enabling us to take the afternoon flight to Dhaka via Karachi. He made quite a few documents available to us and also suggested consideration of the following areas for institutional development at the grassroots demonstration:

- Bihar State — Chotta Nagpur comprising Ranchi, Daltanganj area; and
- U.P. State — Eastern UP comprising Ghazipur, Azamgarh and Balia districts.

March 1, 1994

We were straightaway driven to the Sheraton, on arrival from Dhaka airport, to participate in the Daily Star Roundtable on Pro-Poor Planning in Bangladesh. The Finance Minister was speaking when we entered the room. Earlier on Sheikh Maqsood

Ali had presented the SAARC Commission strategy at length and concern was expressed that hardcore poverty in Bangladesh was not decreasing. The participant MPs on the roundtable had strongly advocated greater allocations for social sector with more efficient implementation and less corruption. Khalid Shams from Grameen had emphasized the need for more focus on receiving institutions at grassroots. The Finance Minister stated that poverty eradication was a priority objective with government but investment was critical unless economy grows eradication of poverty was not possible. I made a strong case for government taking a lead role in social mobilisation by making resources available to facilitate setting of support mechanisms to foster a framework of institutions at grassroots.

The roundtable gave us a good insight in the current thinking of the policymakers, administrators and NGO representatives about development issues and pro-poor planning. As one of the participants pointed out there was a greater need for pro-poor implementation of plans than preparation of pro-poor plans of which there was no dearth.

The change in dates of our visit had also taken the UNDP Dhaka by surprise but the Resident Representative Dr. Eime Watanabe and her able aides did not allow this to affect our programme. After the roundtable we had an inhouse discussion at UNDP in which Sheikh Maqsood Ali also participated.

March 2, 1994

The day began with a brief call on Secretaries, Ministries of Local Government, Cooperatives and Rural Development followed by a meeting with Mr. Kamal Siddiqui, Secretary to the Prime Minister. Mr. Siddiqui assured us of full support of the PM and the Government of Bangladesh to poverty eradication initiatives and to UNDP's programme for institutional development at the grassroots. He agreed to identify the demonstration area and the individual to be the project director, by the evening. Since Kamal had already attended the World Bank workshop at Annapolis and the cluster meeting of the resident representatives at Kathmandu, he was fully conversant with the concept of institutional development the grassroots, Prof. Younus agreed that the gramsabha could meet once a month. On my query if he would consider the Grameen credit groups as a viable vehicle for community participation. He felt that even all the combined credit groups in a village, would represent only a small majority of the inhabitants of the village and would therefore not be the appropriate forum for achieving community participation.

Next we called on Secretary Lutfulhil Majid who heads UNDP"s modal ministry, followed by a group discussion at the Ministry of Planning to which Secretary Harunur Rashid had invited Secretaries of Ministries of Rural Development and Cooperative, Local Government, Social Welfare and Managing Director of Palli Foundation, a government sponsored institution for funding grassroots projects.

Secretary Planning explained that the government has initiated targeted programmes aimed at women, unemployed youth, vulnerable groups and cooperatives. The nature of the programmes fall in the category of area development, social welfare, embankment construction, rural electrification, rural development, food for education etc. Besides government is also supporting NGOs like BRAC, Grameen and others. The nature of support in case of Grameen is interest free loan of 3,500 million takas and in case of BRAC large allocations for opening of primary schools. According to the Secretary's estimate, the government had allocated about 22,000 million takas for poverty alleviation programmes in the current annual development plan, of which 2,000 million was for direct interventions. Each one of the Secretaries also gave a brief account of pro-poor programmes being implemented by their respective ministries. We explained the purpose of our mission and sought their cooperation and support for the institutional development at grassroots programme.

In the evening Eimi hosted a dinner for us at her residence. Rene Raza of UNDP was of tremendous help in arranging the mission's programme because of her contacts with the government people, being a member of the Bangladesh civil service, now on deputation with UNDP.

March 3, 1994

Kamal Siddiqui rang me up in the morning to suggest the following areas for demonstration pilots:

(1) Faridpur - Goalandu - Shariatpur area.
(2) Rangpur - Kurigram - Nilphamari area
(3) Sylhet - Deraichallah area

and mentioned the names of Mr. Badiur Rehman (Commissioner Dhaka) and Mr. Shahidul Alam as potential project directors.

Mr. Badiur Rehman came to see me later at the hotel and expressed his willingness to take up the challenge, compared to the post of Managing Director, Bangladesh Biman (the national airlines), which he had just refused. Later on Badiur Rehman attended the presentation for UNDP staff on the AKRSP given by me at the office. I suggest that Badiur Rehman be taken on board, as soon as, the proposal is approved in principle.

In the debriefing with Eimi, I had no doubt of the success of the demonstration in Bangladesh. Eimi is so well conversant with the concept and such an active supporter, which I have experienced since 1979 when I first came in contact with her at UNICEF, Sri Lanka.

Conclusion

The overall response to the idea of institutional development at the grassroots in Nepal, India and Bangladesh was very positive. Due to reasons explained, the mission proposes to visit India again in the month of May. In case of Nepal and Bangladesh, the initial contact has been most productive in terms of acceptance of the concept by the governments concerned, identification of the demonstration areas and selection of the project directors, critical for implementation of the demonstration pilots.

A concept paper along with a budget for the demonstration pilots will follow by March 15, 1994.

Warm regards.

Itinerary of the Mission
on Institutional Development at Grassroots

Feb. 22, 1994	1900	Left Islamabad	By PK-309
	2100	Arrive Karachi	
Feb. 23, 1994	0815	Left Karachi	By LH-764
	1130	Arrive Kathmandu	
	1200	Meeting with Resident Representative UNDP, Nepal Ms Carroll Long, Deputy Resident Representative Mr. Harumi Sagakuchi and Dr. Madhukar Rana.	
	1400	Meeting with Mr. Shri Krishna Uppadhaya, Member, National Planning Commission, Paul Lundberg and Dr. Jayasingh Shah.	
	1630	Meeting with Mr. Yadav Kanta Silwal, Secretary General SAARC and Mr. Nawaratnarajah, Director Programmes SAARC.	
	1900	Dinner hosted by Ms Shahida Azfar, UNFPA.	
Feb 24, 1994	0900	Visit to King Mahendra Nature Conservation Trust and meeting with Executive Director, Dr. Chandra Gurung.	
	1015	Meeting with Dr. Mahesh Baskota, Director ICIMOD, Prof. Varma, Prof. Lou and Dr. Bhatt.	
	1115	Meeting with Mr. R.B. Bhattarai, Joint Secretary, FACD/Ministry of Finance & Mr. M.P. Ghimre, Under Secretary.	
	1200	Meeting with Dr. T.N. Pant, Secretary, Ministry of Finance.	
	1400	Meeting with NGO representatives at UNDP office.	
	1630	Talk on AKRSP organised by Ram Yadav.	
	1930	Dinner hosted by Ram Yadav.	
Feb. 25, 1994	0930	Meeting with Mr. Nawaratnarajah	
	1100	Meeting with Ms Shahida Azfar	
	1200	Luncheon meeting with Karl Knutson, Regional	
		Director UNICEF and Mr. Thomas Mathias.	
	1600	Departure Kathmandu	By Air
	1700	Arrive Pokhra	
Feb. 26, 1994	0700	Departure Pokhra	By Road
	0815	Arrival Syangje	
		Meeting with DDC Chairman, Mr. Adhikari, Vice Chairman, Lalgopal and Chairman of VDCs and others.	
	1200	Lunch hosted by Mr. Adhikari	
	1300	Village visit	
	1430	Left Syangje	By Road
	1530	Arrive Pokhra	
		Met Local Development Officer Mr. Sherishta and Chairman DDC Mr. Gurung	
	1630	Left Pokhra	By Air
	1715	Arrive Kathmandu	
	1830	Dinner hosted by Mr. Tahir Butt, Director SAARC.	

Feb. 27, 1994	0730	Breakfast with Harumi Sagakuchi.	
	0930	Departure Kathmandu	By RA-205
	1200	Arrive Delhi	
	2000	Contact with Mr. Venugopal, Secretary to Prime Minister of India.	
Feb. 28, 1994	0930	Visit to UNDP office, New Delhi, Ms Sukuntha and Deputy Resident Representative.	
	1030	Meeting with Dr. S.R. Hashim, Adviser and Dr. Shailendra, Joint Adviser, Planning Commission.	
	1600	Left Delhi	By Air
	1900	Arrive Karachi	
March 1, 1994	0615	Departure Karachi	By PK-266
	1130	Arrive Dhaka	
	1230	Roundtable meeting	
	1430	Meeting with Resident Representative, Dr. Eimi Watanabe.	
March 2, 1994	0900	Meeting with Mr. Mahe Alam, Secretary Cooperatives and Rural Development and Mr. Farooq Alamgir Choudhry, Secretary Local Government.	
	1000	Meeting with Mr. Kamal Siddiqui, Secretary to the Prime Minister of Bangladesh.	
	1100	Call on Pakistan High Commissioner, Mr. Anwar Kamal.	
	1130	Meeting with Prof. Younus and Mr. Khalid Shams of Grameen.	
	1300	Meeting with Mr. Lutfulhil Majid, Economic Affairs and Finance Ministry.	
	1500	Group discussion at Ministry of Planning with Secretaries, Harunur Rashid, Alamgir Faruk Choudhry, Mahe Alam and others including Mr. Badiur Rahman and Mr. Ahbab of Palli Foundation.	
	1930	Dinner hosted by Dr. Watanabe	
March 3, 1994	1030	Meeting with Mr. Badiur Rahman	
	1200	Session with UNDP staff	
	1330	Debriefing session with Dr. Watanabe.	
	1630	Left Dhaka	By PK-265
	1930	Arrived Karachi	
March 4, 1994	0700	Left Karachi	By PK-300
	0900	Arrived Islamabad	

1994–2002-South Asia Poverty Alleviation Programme:-

Replication of AKRSP in India in the words of Union Minister for Rural Development and others.

" I have just returned to Washington and did not want my time to pass on by before sending you a note of deep appreciation for making my dream visit to AP possible. Every time I visit South Asia, I learn and grow as a professional. But the visit to India with you was extraordinary in many ways. I gained invaluable insights into foundations of poverty alleviation as an economist and a development banker. I feel I also grew a little wiser perhaps as a human being. That fire in my belly is definitely back again and so are the stars in my eyes. It was one of those trips, I wished never to end and felt as if I lived a thousand lives now that it has ended. I do not know how to thank you enough. Thank you all the same from the bottom of my heart and with my soul".

Meiko Nishimizu, Vice President, The World Bank letter to Mr. Shoaib Sultan Khan

"Shoaib Khan pioneered the concept through his land mark Aga Khan Rural Support Programme (AKRSP) in Pakistan**** With the support of UNDP he introduced the concept of poverty reduction ****through South Asia Poverty Alleviation Programme (SAPAP) in India**** led to a full-fledged programme**** under the Society for Elimination of Rural Poverty (SERP) in Andhra Pradesh with support of World Bank. The project has seen the journey of over ten million organised households from despair to hope, from diffidence to confidence, from subjugation to empowerment in last decade. The Spirit of community empowerment has continued to thrive in India since then. At the behest of Mr Rahul Gandhi MP**** he visited Uttar Pradesh and helped to reformulate the vision of the Rajiv Gandhi Mahila Vikas Pariyojana (RGMVP) founded on the same set of core values and beliefs and thus has much to benefit from Shoaib Khan's vision and effort"

Indian Minister of Rural Development Jairam Ramesh 2012

"Shoaib Sultan Khan is a World renowned expert in rural development and winner of Ramon Magsaysay Award. His Pioneering work in India with the World Bank aided Andhra Pardesh Poverty Reduction Project inspired the setting up of India's National Rural Livelihoods Mission (NRLM)".

RGMVP Website; The Advisors Title Page

"The Government of India's $ 5.1 billion National Rural Livelihoods Mission (NRLM) is one of World's largest initiatives to improve the livelihoods of poor rural people (households 70 million comprising 350 million population) and boost the rural economy".

Robert Zagha Country Director World Bank July 5, 2011

Chapter 9

Introducing AKRSP Abroad

List of Notes for Record

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NOTE FOR THE RECORD

By: Shoaib Sultan Khan
October 28, 1993

Subject: Visit to the Kingdom of Morocco, October 24-28, 1993.

My presentation on AKRSP at the World Bank sponsored Twelfth Agricultural Symposium at Washington DC, in early 1992, aroused Mr. Bernard Dussert of the Maghreb Division's interest in the participatory strategy followed by the programme. We discussed, albeit, briefly, the prospects of applying the methodology in the High Atlas region of the Kingdom of Morocco. I was, therefore, pleasantly surprised to get a telephone call at London, while recuperating from my heart bypass surgery, in June 1993, from Sunita Gandhi, Economist of the Maghreb Division of the World Bank, inviting me to attend a workshop at Marrakech in Morocco to discuss the proposed Morocco Rural Poverty and Environmental Protection Project, in the second half of October. I wasn't too sure if I would be able to do it considering the state of health I was in. However, when I received the outline of the project proposal, I sat up with excitement. Mr. Bernard Dussert (BD) was proposing a true replication of AKRSP in the High Atlas mountainous region of the Moroccan Kingdom. I wrote to General Manager, Aga Khan Foundation (AKF), Bob Shaw for permission to attend the workshop, who readily agreed with strong concurrence of the Chairman, AKRSP Board of Directors (Mr. Ramzan Merchant) and approval of the Executive Director AKF (Bill Spoelberch). The only issue left to be tackled was the state of my health in October.

When on October 24 I landed at the Marrakech airport from Geneva, I espied a black limousine waiting on the apron and thought VIPs in Morocco also seem to get special treatment like Pakistan. I had little realized that there was a reception committee waiting for me of high officials. I was shown to the VIP lounge. My passport and luggage tag was taken away from me and a little later I was led to the black car on the tarmac and driven away to the Palais de Congress hotel with a police pilot car in front. I was overwhelmed by the hospitality of the Moroccan government. It was now nearing eleven o'clock at night.

I bade good night to my hosts and thanked BD, in my heart, being instrumental in making these arrangements. The Hotel Palais de Congress is very spacious with beautiful architectural design. I was reminded of Asoka Hotel of New Delhi.

The morning brought the news from Mr. Jean Gorse and Mr. Allan Bourbouze, members of the pre-appraisal Mission that the workshop has been cancelled. It threw cold water on all my enthusiasm. BD was not expected to arrive till late in the evening. However, at 1000 hours nearly a dozen government officials arrived, including my hosts of the previous night and we began discussing the revised programme. Jean-Michel Treille, Peyratout and Nicole Glineur, the other members of the mission also joined in. The discussion was all in French. I felt terribly demoralized and crestfallen at the prospect of getting my expectations of replication of AKRSP in Morocco, dashed down in this way. In a flash I thought of making a suggestion to Nicole, since she speaks English fluently, considering the presence of a good number of officials of the Ministries of Agriculture and Interior, mainly responsible for implementation of the project and the fact that a new programme was being chalked out in place of the postponed workshop (now to December 2-4), that my presentation on AKRSP be arranged today. The problem was that the overhead projector and video had not been arranged. So it was agreed that I should make a brief 15-20 minutes presentation. I thought it such a waste of Bank's resources in bringing me to Morocco for nothing. However by the time we moved over to the workshop room, an overhead project had been arranged. The presentation and discussion went down so well with the audience that after over an hour's discussion they all desired and saw the video also, for which arrangements had been made, in the meanwhile. Bourbouze requested a copy of the video for use in France for his students. I started regaining my confidence and optimism. The more I talked to the Mission members, especially Jean-Michel, the more my spirits rose. Jean Michel was most impressed by the democratic set up at the grassroots and commented that the problems in France mainly emanates from the fact that the Prefect does not allow any participation at the grassroots. We heard the Director of Agriculture supported by other officials about their proposals for the project. Jean Michel commented that this was a totally top-down approach and the officials seemed in no mood to adopt the participatory approach I was advocating. To make things even worse, their perception was they were doing exactly what I was advocating. To them a discussion with the elected representatives or at best with a few other elites of the villages was genuine grassroots participation. It was the same story as in Pakistan in the early 80s. I was not surprised. Fortunately the two remaining days of the cancelled workshop were substituted with field visits. I could not have asked for anything better. The cancellation of the workshop turned out to be a blessing for me, otherwise I would have seen nothing of the field except spent three days in the hotel attending the workshop.

In the evening at Jean-Michel's invitation, I joined him, Allen and James Lowenthal, who arrived in the evening to see a bit of Marrakech. Allen had lived for three years in a High Atlas valley doing his Ph.d thesis and Jim had spent 18 years in the USAID and specialised in French speaking African countries especially Morocco, where he had now been living for the last

three years, after leaving USAID. He is a good friend of Pat Peterson. The visit to Marrakech Suck was a real experience - exotic and unforgettable miles and miles of covered market with a variety of wares. On a smaller scale, it reminded me of the Anarkali market in the city of Lahore of Pakistan. After the visit to the market, we went to have a delicious dinner (at 50 dhram per head US$ 6) on the fifth floor restaurant overlooking the Jimmael Fina, which was full of people and stalls. It was a welcome change from the Hotel Plais de Congress.

We took an early morning 0700 hours start for the Azadin Valley in the province of El Haouz in half a dozen cars from which we changed over to Pajeros and landrovers midway, when we stopped at a wayside restaurant for a cup of tea. The High Atlas countryside was so similar to Northern Areas and Chitral of Pakistan that it left me totally dazed with disbelief. I could not detect even .01% difference in the terrain except a little more greenery on the hillside. We traversed on a link road or track built with French assistance and in part constructed by the forest department and in part by the local community comprising ten villages with 300 households and .5 ha of irrigated land per family of 6 members. Of the 6,100 hectares, 6,000 belonged to government in which local residents had grazing and other rights. The community owned 140 horses, 392 cows, 2836 goats and 12,736 sheep.

The community seemed cohesive with a tradition of collective work. The link road was not only constructed with community contribution of US$ 28,000 but is also being maintained through community effort. The maintenance of the road was excellent. *Examples of sharing a stud-bull by many household and cementing of an irrigation channel through joint action were quoted as examples of community participation. Despite this latent potential, government departments feel reluctant to involve people in either the participation or afforestation of hillsides. It was reported that a hundred years ago, all the hills were wooded. The Forest Department looks upon the villagers as enemies of trees bent upon destroying forests and one could discern an open hostility between the two*.[1] The inhabitants of the High Atlas belong to the Berber tribe with a number of sub tribes. Gunda, Gundami and Ureka were the three sub tribes living in Azadin valley. There were no disputes amongst them.

The priority list of projects identified by the community, were listed as follows:

Extension of track (link road) 3 km
Irrigation channel 3 km long
Spring control (4 villages)

River bank stabilization - erosion control (4 villages)
Forage intensification programme on irrigated land
Plantations on irrigated areas - poplars, chestnut etc.
Development of forestry land - for fuel etc.

Gas for cooking
Protection of livestock

Social sector interventions in the fields of
health, education (children have to walk 14 km), drinking water etc.

After the briefing by the field level officials, meat cooked in olive oil and bread (like Pakistani Nan) was produced, which we all partook, garnished by walnuts. It all looked very familiar but I wanted to interact with the villagers and so did some other of my fellow travellers. At our request, we were taken to the valley down below. BD, James, Allen and Nicole came along. While going down the steep valley, I wondered how my bypass was going to take the upwards climb. Again at the bottom of the valley, all that we saw, were the fields and orchards and as Dr. Gorse pointed out again and again how well this was being done by the villagers, as we found in Northern Areas of Pakistan also that these were the best farmers we could come across and nothing much could be taught to them except diversification and some improvements here and there. Finally I got hold of Mohammad Tazi, an activist of village Usani, comprising 90 families. I held my first dialogue with him in the field with the help of BD, who translated me in French which in turn was translated in Arabic by a local official. Mohammad Tazi responded in most positive terms to the offer of development partnership based on villagers fulfilling the obligation of organization, human resource development and generation of capital through savings. I was elated. We rushed back and the climb up the valley did not pose any problems for me. We were at an altitude of 2000 m.

After lunch at a tourist restaurant, we headed to meet the Governor of EL Haouz Province. The mystery of Dr. Gorse carrying his suit and BD a bag was solved, when I found them appearing after lunch in suit and ties for the call on the Governor. Being a centuries old Kingdom, protocol has to be observed even if you are on field visits. The Governor Schabunne received us with great courtesy, in his newly set up office, as this was one of the most recently created province. The Governor assured BD of total cooperation but requested for speedy action.

1. It is simple to see that Trust gap causes the dismal performance in community work and government community cooperation, but difficult to get rid of old habits of thought. The secret again lies in replicating' the people, finding a champion who through demonstration can transform the old habits of thoughts.

From the Governor's office, we drove straight to the residence of the Vali of Marrakech, Dr. Belmalu, an articulate administrator. He spoke of the poverty of mountain people. 64% of his area of the Valayat is covered by mountains. He wondered how with half ha per family, people of the mountains made both ends meet. The exploitation of the forestry resources was leading to environmental degradation. In his view the mountain people were facing acute economic and social problems. Villagers would like to stay in mountains but need a minimum income to do so. Two successive years of draught had further worsened the situation.

BD spoke of the Bank's positive attitude towards the plight of the mountain people and mentioned the AKRSP experience in ameliorating the condition of the mountain poor. He suggested testing of the approach in two mountain valleys which leaves choices to people, so that the development is participatory and obligations are accepted by the communities also instead of expecting everything from government. He argued for a change in the traditional approach to development and advocated innovations encompassing new trends in decentralization. He also urged on the Ministry of Finance timely allocation of local resources to avoid delay in implementation.

The Vali explained that the system was already decentralised and the Law of 1976 has involved presidents of the commune councils. The solidarity of the community was reflected in "Ijma" and role of the elders was clearly defined. The projects at provincial level may be small but were very important to people and through the process of "Pelape" (discussion), local concerns about the projects were always taken into account. The Vali felt that the implementation of the project should not be delayed because of new innovations because the expectations of the people have been aroused and the projects already identified, should be implemented.

Dr. Gorse eulogized the traditional system of production which in his view, hardly needed any change.

The Vali spoke of the Moroccan attitude of tolerance and willingness to absorb modern innovations and co-existence of communities like Muslims & Jews, mosque and nightclubs, conservatively dressed locals with scantily dressed tourists etc.

Nicole pointed out the fragility of the eco-system and careful planning of tracks and roads to prevent destruction of environment. I explained the gains of participatory development by giving examples from AKRSP experience. By now it was 7 pm and we all took leave of the Vali. I thanked James for the wonderful interpretation he did from French to English of the proceedings of the meetings.

On October 27, we again started the day at 7 in the morning. Marrakech is known for its red colour and the symmetry of design of buildings is also worth noting. We travelled on the road to Agadir and today we were joined in our car by Ghazzaoni Majid, head of the statistical department of the ministry of agriculture, who had done master's in agricultural economics from USA. James and I found him excellent company. We drove by vast tracts of rainfed wheat and barley fields and irrigated vineyards. We stopped at the provincial headquarters of Chichanauao province to pick up the local officials. The terrain looked similar to southern north-western province of Pakistan. There was no population explosion in sight. The roadside townships looked neat and sparsely populated.

The road surface of the two-lane highway was good with light traffic. Our first engagement was at the Circle Headquarters, which comprises a number of communes. The Chief of the Circle is Caid. In the meeting besides a score of commune officials there were eight elected representatives of communes, who distinguished themselves from the rest of the group by their local flowing robes. Morocco is said to be a 2,000 year old monarchy, the present King being a direct descendent of the ancient royal family. It has a population of 28 million with a per capita income of US$ 800. However, there is a wide gulf in the standard of living of the people living in the mountains and the plains.

On BD's suggestion instead of the departmental representatives presenting their development plans, the commune representatives were requested to give their views on the departmental proposals to assess as to how much the proposals conform to the local aspirations and needs. The first President of the Municipal Commune observed that he had lot of complaints that nothing much was being done in his municipality for waste treatment, provision of health facilities, electricity etc. BD observed that since the WB project was oriented towards rural communes, he would like to hear about the needs of the rural people. Thereafter each commune president gave their development priority as follows:

Commune No. 1	Population Water and link roads	6090 45 km
Commune No. 2	Health facilities in mountainous region and link roads 70 km and 20 km long.	
Commune No. 3	Population 6220	Hospital and Roads

Commune No. 4	Population 8744 Area 160 sq. km	Water, electricity, health clinics, roads, class- rooms, wells
Commune No. 5	-	Water, health clinics, schools (only one in entire commune at present).
Commune No. 6	-	Earthen dams to bring land under cultivation; link road 40 km, health clinics, classrooms.

On hearing the priorities, BD observed that these were mostly social concerns, how do people make a living. At which the commune presidents responded that the main occupation of the rural people was agriculture and livestock. What they needed, was credit facilities but because of the consecutive draughts, most of the farmers had been unable to repay their loans. For livestock improvement, an arrangement is needed to provide people greater access to forest areas.

At this juncture, BD asked me to share AKRSP experience with the assembled throng. I started my speech with a verse from the Quran, to great disbelief, amazement and pleasure of the Moroccans. But my Arabic ended at that point and I had to switch over to English. However, I had made my point and won over their attention. I explained to them the conceptual package of AKRSP and the terms of development partnership offered by the programme to the rural people of Northern Areas of Pakistan and their response. I also explained that the institutional framework fostered at grassroots can easily be used with advantage by commune presidents and members to implement and maintain local level projects.

The newly elected member of Parliament, in his distinctive garb, had also joined the meeting and offered full cooperation to the Bank in implementation of the project. He said that it was the first time that an international delegation was visiting the area. He urged modernization of agriculture and availability of credit on easy terms. He pointed out the climatic variations having impact on productivity and risk averse attitude of the farmers.

He appealed for international donor support on the same scale as given to other areas of Morocco, as the resources of the communes were too meagre to meet the needs of the rural people for electricity, roads, health facilities, irrigation and drinking water etc. etc.

The meeting was followed by a sumptuous feast comprising fried and baked bread (in Pakistan it is called Prathas & Nans) and many kinds of other eatables including honey. BD told me that they want to keep you here. I was also approached by some of the local officials particularly by Dr. EL Bouanani, who greatly appreciated what I had said and very much wanted to involve the communities in programme implementation.

From the meeting, we headed to a commune called Lala Aziza. We drove through the dry riverbed for an hour and a quarter to reach the farthest limit of the commune. On the way, we passed the commune headquarters where all the buildings were locked up. A usual sight of a centrally planned administrative centre. The uniformed forestry official made a presentation but here again there were no villagers to be met. We saw only children wearing good clothes and shoes. *The Forestry official emphasized the need for renovation of the degraded forest, but failed to appreciate the role people could play in this gigantic effort. He had reforested 800 ha by using villagers as hired labour. There was 110,000 ha needing improvement and regeneration. Without mass involvement of the people of the area, the objective could never be achieved. But the officials lack this vision.*[2]

On way back, we were stopped by some villagers at Dirar Tabia to entertain us with eatables. On my request to meet some of the villagers, a few of them came forward and sat down on the carpet. On being asked what are their priority needs, they mentioned drinking water, roads and schools. When I quizzed them as to how this would improve their economic condition and improve their incomes, the spontaneous response was to improve agriculture and the most important need was irrigation water during the dry season, as they had plenty of it in summer. According to them, availability of irrigation water will not only provide them an additional crop but would also solve their drinking water problem. On being asked as to how and from where additional irrigation water could be brought during the dry season, they mentioned the possibility of digging wells and storage reservoirs.[3] It reminded me so much of Northern Areas where the villagers identified and constructed over 700 irrigation channels bringing nearly 25,000 ha new land under irrigation range. In Bangladesh also the pump-irrigation programme gave an additional winter crop to 36,000 farmer groups in the sixties, under the aegis of the Comilla Project.

We hurried back to the Circle Headquarters, where a most sumptuous lunch had been arranged in our honour by the local Caid (the Prefect or the Deputy Commissioner). The reason for our trip to Lala Aziza seemed to impress on the group the dire need for construction of the road. It was perhaps for this reason that no meetings with villagers were arranged. The Moroccans really fraternize with each other at meals, everyone eats from the same dish. it was a most delicious meal with plenty of salads and fruits.

2. Isn't it amazing that traditional government officers look at people not as resources but as liabilities, They ask for grants and credit but cannot use that credit to generate financial gains.
3. Isn't it amazing that people know very clear answers to their problems and officials are so well trained to look down upon their knowledge.

Our next engagement was a call on the Governor of the province of Chichaoua, Mr. Amuni. Thanks to James I got a fairly good picture of what the Governor said in French. The Governor pointed out that 2/3 of the province was not accessible because of lack of road communication. The province had been newly carved and the provincial administration set up but what use was this decentralised administration to the people when six months in a year, they had no access to it because of rains and snow and could not interact with the official machinery. He strongly advocated top priority to roads. In his view the integrated development plan will fall flat without access to administrative centres by the mountain people, although he understood the importance of social services to check rural exodus but the first step in this direction should be road communication. He concluded by saying that the departments can tell of other things but in his view, access roads were his major concern.

The Director of Agriculture pointed out that the communes have also identified road, health centres, schools, productive infrastructure, small irrigation schemes etc., as their priority needs.

BD agreeing with the Governor's emphasis on improved access, stated that the Bank has also accorded high priority to roads but the main issue was if all the resources should only be put into roads. There is a separate Bank project for roads and the province of Chichaoua should be got included in it. BD offered his good offices to intercede with his colleagues on behalf of the province. BD, however, emphasized the importance of participatory development and offered to try some test approaches during Bank's appraisal mission in June, in consultation with the provincial Governor and his officials.

The Bank would support innovative approaches, however, its interlocutory was the Ministry of Finance and the provincial administration must keep the ministry on its side. At this juncture, BD asked me to inform the Governor about happenings in the Northern Areas of Pakistan.

I explained to the Governor the importance of the Karakoram Highway (KKH) to the economy of the Northern Areas of Pakistan but how this enormous investment was not being brought to full fruition for benefit of all without a programme of participatory development and the critical role institution building at grassroots plays in alleviation of poverty. I gave a brief profile of the achievements of the people, through organized groups, in constructing over 800 km of link roads, over 700 irrigation channels including 850 km of new irrigation channels, a credit revolving fund of over Rs.350 million including over Rs.160 million of village organization savings, besides training a village-level cadre of over 11,000 village specialists, undertaking a large scale forestry programme and planting of millions of trees, vaccinating and protecting thousands of livestock against disease, introducing new innovations in the fields of agriculture, horticulture and breed improvement.

The Governor appreciated my sharing of the AKRSP experience and observed that the people in the High Atlas mountain region would be equally responsive to an offer of development partnership. Sustained draught has caused a lot of hardship in the region and triggered exodus of men and livestock. There is need to find out productive avenues for the people. There is need for sprinkler irrigation, which is comparatively expensive. The traditional irrigation system needs improvement and micro level productive physical infrastructure needs to built. The local handicrafts are in the process of disappearing because women had to face so much difficulty in marketing their produce.

Allen, who had spent three years in the area for his doctoral dissertation, underlined the importance of irrigation water and the devastating impact of draught on the area. There is need to take action urgently, such as, disaster insurance. In his view some areas were good in handicrafts and some in agriculture. Water courses being the key resource, there is need to improve traditional water courses and cistern collection of water.

We took leave of the Governor and drove back to Marrakech and had dinner at a Chinese restaurant with the pre-appraisal mission team members except Dr. Gorse, who was indisposed. In the morning, I took the flight back to Pakistan via Casablanca, Gibraltar and London.

Conclusion

I came away extremely enthused and encouraged at what I saw in the High Atlas region of Morocco. I found the situation almost similar to what it was in 1983 in the Northern Areas of Pakistan, with the difference that what AKRSP achieved in ten years, could probably be done in much less time in the High Atlas. The main challenge would be the acceptance of the participatory approach by the establishment. The fostering of a framework of grassroots institutions would be critical to improving the lot of the mountain poor. Without resorting to the process of diagnostic survey based on dialogues, the development plans would smack of a top down approach. The best way to win over support of the officialdom would be to take a valley or two, at the earliest and demonstrate what is meant by participatory development. The results will speak for themselves.

c.c. Chairman, AKRSP Board of Directors
General Manager, AKF Geneva
General Manager, AKRSP Gilgit

Morocco.93

Back to Office Report ... Myanmar
October 31-November 8, 1996

By: Shoaib Sultan Khan
November 9, 1996

Henning Karcher was very keen that I should visit Myanmar to advise the UNDP Country Office on implementation of the Human Development Initiatives - Extension (HDI-E) project. I was not sure if I would be of much use to them. However, I have great faith in Henning's judgement and I greatly appreciate the support he gives me, hence despite my misgivings. I could not let Henning down and as desired by him on telephone from New York, I contacted the UNDP Resident Representative Mr. Siba K. Das and he readily agreed to my visit. I looked at my travel schedule till December and could accommodate the visit to Myanmar only by regretting Magsaysay Award Foundation's invitation to visit South Korea. My previous plans to fly to Yangon from Dhaka had to be changed because I brought forward my visit to Bangladesh to coincide it with Henning's visit there. I was happy to have done so because it gave me an opportunity to discuss many of the issues pertaining to RAS/96/600 with Henning and also the important matter of replicability of the Kishoregunj experiment in other Thanas of Bangladesh. Fortunately there being almost direct flights to Yangon from Islamabad and Lahore by PIA and Thai Airlines, I had no difficulty in changing my itinerary. An afternoon flight from Islamabad to Lahore by PIA on October 31, allowed me to take the midnight Thai flight from Lahore to Bangkok, which arrived a couple of hours earlier for the Thai connection to Yangon, reaching there by 1000 local time on November 1, 1996.

I was visiting Myanmar for the first time and TV and news coverage of the activities of Aung San Su Kyi had all kinds of scenarios conjured up in my mind. Hence it was a tremendous relief to be greeted by a friendly and very polite face as I entered the Arrivals Lounge. The immigration formalities took no time and soon I was driven to the Yoma II. A very comfortable place although nothing ostentatious. Siba's letter (copy attached) delivered to me at the airport required that I should attend a meeting in the afternoon.

The meeting with CTA Task Force at UNDP was an excellent introduction for me to the UNDP Country Office staff and to Human Development Initiatives - Extension project.

Next morning at the crack of dawn, I accompanied Tin Aung Cho (TAC), ARR and Ms Catherine Moller, Intern on the flight to Bagan and from there by road to Kyaukpadaung. This was the so-called dry zone but because it gets about 30 inches of rainfall annually, the area looked very green and scenic. Myanmar has 300 Townships and Kyaukpadaung is one of them where HID has been under implementation since 1994. HDI-E is a continuation. The profile of the Township was given as follows:

Area	Population	Urban	Rural
758 sq.miles	256,664	35,261	221,403
Households	50,583	6,752	43,831
Average hh	5.2		

We were given a briefing by the Township Support Unit based at Kyaukpadaung comprising Technical Programme Assistants (TPA) of Agriculture, Forestry, Health, Education and Water and Sanitation. The Chairman, Township Law and Order Restoration Committee (CTLORC) also attended the briefing. He is the Chief Executive of the Township belonging to the General Administration Department of the Central Government. One by one the TPAs described their activities and each one of them was working through and in collaboration with their government counterparts.

The health interventions include improving primary health care, malaria eradication, community based leprosy project and training of village health volunteers. In the field, we met the Government Health Assistant incharge of 19 villages working through volunteers and village health committees. We also held discussion with a village health volunteer working since 1980 without remuneration from anyone, yet feeling proud of what he was doing and the community appreciated his service. On the question of remuneration, the villagers were agreeable to pay if the volunteer was in a position to give them some medicines also along with health advice. The Township Health staff of both HDI-E and government felt that the community was in need of socio-economic support and are in the process of arranging loans for the purpose.

The Assistant Township Education Officer spoke of the school improvements programme encompassing renovation of old schools, construction of new schools, extension of KG classes and setting up of community learning centres. In addition, micro projects have been undertaken in the fields of environment, teachers learning, income generation (fish ponds, sheep breeding, crop cultivation). Training of primary level school teachers, distribution of teaching material and study tours within and outside

the country, have also been arranged by the project. In one of the villages visited, we met the villagers in a brand new school building constructed with the assistance of the project. There were more than 260 students, including 109 girls with 8 teachers. We met some of the members of the village education committee, who obviously were very proud of their achievement. According to the PRA exercise, school building came out as the topmost priority of the village. With 210 households of whom 140 are farmers and the rest labourers, when I spoke to them, agriculture seemed to be the key to the improvement of their standard of living and family welfare.

The Forest Department, with the assistance of the project, has done afforestation in village tracks, supplied seedlings, introduced fuel-saving stoves, encouraged weaving, did PRA training, set up resource management committees, started village credit schemes, enhanced capacity of the Township staff, arranged village representatives study tour abroad and checked environmental degradation. Their most successful achievement seemed to be planting of community woodlots of 100 acres plus, in many villages now owned and managed by villagers. In Myanmar all the land belongs to state and occupancy rights are given to the tillers. The maximum holding does not exceed 50 acres although recently lots of 500 acres have been leased out near Yangon for commercial exploitation. In the dry zone land holdings varied between 2 and 10 acres. During field trip, the achievements of the Forest Department were visible everywhere. Large tracts of barren lands had been brought under green cover over the last few years. It was a most impressive and soothing sight.

The Water and Sanitation Promoter spoke of the different systems needed by each community and hence the importance of needs assessment in each village. There is a Township Development Committee to undertake Needs Assessment Survey. The technological package is developed by the Water Development Affairs Department but the community is involved in implementation. A number of water systems have been completed and many thousands of squatting slabs and latrines completed. There was concern about lack of interest in sanitation by villagers. We did not see any of the water and sanitation projects during our field visits due to paucity of time although the Water and Sanitation Promoter was very keen to show us some of his handiwork. He seemed quite enthusiastic about his work.

The Participatory Training Adviser described the activities in the field of agriculture, namely soil conservation, sloping agriculture, land technology, contour bunding, introduction of water pumps for irrigation and power tillers. The department also undertook fertilizer and pesticide distribution and initiated a loaning scheme by setting up a revolving fund. Fish pond culture was also tried in a few villages. A number of PRA exercises were undertaken but according to the project staff since it is done sector-wise, it results in lack of integration and overlapping besides causing bewilderment to the villagers. However, for the first time in the history of Myanmar, villagers were sent on international study tour. Thanks to HDI.

Yengen is unique because it is the only village in the track comprising 220 households. Most of the other tracks have many villages. We met about 70 men and women in the primary school compound. The Chairman Village Law and Order Restoration Committee (VLORC) and his secretary were also present along with the acting headmaster of the school, the auxiliary midwife and members of the Parent Teacher Committee. In the dialogue, the villagers informed that all of them were farmers owning 2-5 acres of lowland and uplands. They felt that the maximum potential of the land was not being exploited. The constraints were identified as low fertility of sloping lands, unpredictability of weather, lack of fertilizer and pest control, menace of rodents, non-availability of help from government or any other quarter and lack of capital. What they desired was help in these areas. When I told them that in other countries faced with similar problems, the rural poor overcame their problems by first trying to help each other instead of waiting for outside help and they did so by getting together by generating their own capital through savings and by acquiring productive, managerial and cooperative human skills and once they had done so a number of organizations and development agencies and government departments were able to forge a development partnership with them and help them to rise above the level of subsistence. I asked them if they would be willing to fulfil the obligations of organization, capital formation and skills development. Their response was in the positive. They showed willingness to spare a couple of hours every fortnight to get together and also to start a savings programme. However, they asked for guidance as to how they should get organized. I assured them that if they were willing to follow the path out of poverty, necessary training, guidance and assistance would be forthcoming from HDI-E. When I put to them the question if HDI-E was to offer them help in health, education, water and sanitation, agriculture where would there priority be, one of the women retorted our crying need is capital. A free for all discussion ensued amongst the audience in Burmese with forceful arguments being made by some women that they were quite capable of undertaking the obligations spelled out in the dialogue. The dialogue further reinforced my conviction that the villagers are the same where- ever they may be. Be it India or Pakistan or Bangladesh or Sri Lanka or Nepal or Myanmar.

Myanmar kept on bewitching me after I had overcome my pre-conceived notions formed prior to arrival. Yangon seemed such a spacious, uncrowded, clean and pollution free city compared to other South Asian Capitals. The countryside was absolutely idyllic. The Zeya Theinge Guest House located in most beautiful surroundings offered a clean and comfortable environment at a very modest price. But the food served to us at TAC's "Waterhole" a road side eating place run by a family, was simply incredible, at fraction of a price charged at normal restaurants. The Bagan archeological zone held another treat for me. I had never seen so many Pagodas spread over such an extensive area. Considering that this all happened between eleventh and thirteenth century till the hordes of Chingis Khan ransacked the whole place, is indeed a marvel and no wonder the Government of Myanmar has

realized the touristic attraction of the area and has launched a massive project to attract the tourists. It is already bearing fruits and I saw hordes of Europeans with a sprinkling of Japanese in the area.

I found that for hotel room rent, payments could be made either in dollars or in Foreign Exchange Currency (FEC) notes (issued by Government of Myanmar) whereas food and other purchases from the market could be paid in local currency called Kyets which in the informal market one could have 170 for the dollar although restaurants and hotels only offered from 130 to 150 to the dollar.

On return from the field visit of the dry zone, about 500 km away from Yangon, in the free time, the UNDP car driver Georgio showed Catherine and me round Shawe Dong, the 2,500 old Pagoda. A most impressive and beautiful conglomerate of Pagodas. I also visited the grave of last Mughal Emperor Bahadur Shah Zafar, which has now been turned into a shrine by the local muslims. What the emperor did not get in his life, he has got more after his death. His tomb is commonly known in Yangon as the Dargah, a nomenclature only given to the tombs of religious divines and saints in Islam, which none of Bahadur Shah's illustrious predecessor Mughal emperors acquired after death.

Siba, James Rawley the DRR and TAC had detailed discussions with me in three sessions besides attending a presentation which I gave to the staff and CTAs of HDI-E. I also called on the Director General, Foreign Economic Relations Department who along with his deputies assured me of Government's full support for HDI-E.

This was my first visit to Myanmar and I could not help being impressed by what I saw of the country and the people. Unlike most of the SAARC countries, the 42 million people of Myanmar seemed much better off in terms of natural resource endowment and what they have made of it so far. Comparatively they need much less effort than their South Asian brethren to pull themselves out of subsistence level. The rural people I met (I was told they typified the rest of the country) were most willing to forge a development partnership and no one seemed to be stopping them from doing so. The administrators at Yangon seemed to welcome this imitative on part of the people. There is no tax on the rural people except farmers growing paddy have to sell a portion of their crops to the government at a fixed price. Myanmar is self sufficient in rice.

I think Myanmar offers to UNDP a unique opportunity to demonstrate a practical example of the concept of Sustainable Human Development (HSD) not available anywhere else in the world, to my knowledge. The Country Office is placed in an unenviable position of having only one programme, endowed with adequate resources, with no competing international agencies and a reasonable commitment on part of the government to a grassroots development approach.

The document MYA/96/010/B/01/31 Human Development Initiatives-Extension (HDI-E) is an excellent document with a very perceptive situational analysis of rural poverty in Myanmar and articulates a comprehensive range of interventions to address the problem. However, it makes a wrong assumption that there are existing civil society organizations encompassing the rural poor. There is therefore need to foster a framework of grassroots institutions if HDI-E aims at facilitating the identification of project interventions which are fully responsive to needs felt by target beneficiaries; aims at participation and a stronger partnership with beneficiaries; enables the poor to use and adapt their knowledge systems; assists in identification of promising income-earning opportunities and in general makes development bureaucracy more user-friendly.

The HDI-E does recognize in some measure the need for social mobilization and envisages a cadre of Human Development Officers (HDO) assisted by a team of Community Development Workers (CDW) at Township level. In fact the HDO, are the key to fostering the framework of grassroots institutions. They should be endowed with skills and techniques to elicit from the people needs around which they can be organized especially including the poorest of the poor. Only such HDOs will be able to involve and get participation from the rural people who are prepared to make a commitment to working with the poor and respecting their views, ideas and expertise which is so abundant at the grassroots level. It is, therefore, imperative that the project selects and recruits the right kind of HDOs. The little that I have seen of the local people I have no doubt that a group of such dedicated individuals can be found in Myanmar to act as HDOs. People like U Tin Aung Cho, with the kind of leadership and support they get from Siba, are quite capable of doing this and finding such a cadre. On my part I have assured Siba of every possible help in training and start up activities for launching the social organization component of the HDI-E. If this component is put in place on a sound footing the other components of the project will fall in place automatically. The HDO should be seen as the development leader at the Township level and should have the attributes to act as such because grassroots programme cannot be effectively implemented through a distant planning or management mechanism. The HDO should have the flexibility, autonomy, financial power and the responsibility to deliver at the Township level with sustainability in view ultimately.

In Siba I found a leader who is extremely receptive to new ideas and greatly committed to making HDI-E a success. He is fortunate in having a most ardent and imaginative deputy in James Rawley fully committed to grassroots development.

c.c - Mr. Siba Kumar Das, Resident Representative, UNDP Yangon.
- Mr. Henning Karcher, Chief COSD/RBAP, UNDP HQs, New York.
- Mr. Mohammad Pournik, PM COSD/RBAP, UNDP HQs, New York.
- Mr. Shyam Khadka, PMO, PMP Kuala Lumpur, Malaysia

Back to Office Report ... Philippines

March 25-29, 1996

By: Shoaib Sultan Khan
March 31, 1996

In the Roundtable Discussion attended by nearly 50 persons belonging to Government of the Philippines, especially officials of the Planning Agency NEDA and the Presidential Commission to Fight Poverty, NGOs, UN agencies and UNDP Country Office, Dr. Soonwon Kwon of South Korea and I made presentations on poverty alleviation initiatives in our two respective countries.

Dr. Kwon pointed out how between 1970-1980 poverty was reduced from 28% to 9% due to Samaul Undong, a movement initiated by President Park, who came from a farming family and made it his obsession to improve the lot of the rural poor. Since the head of stale look personal and direct interest in the programme, the whole of the government machinery from top to bottom was motivated and geared to make a success of the programme.

I impressed upon the audience the importance of a sound theoretical framework and conceptual package or poverty alleviation programmes without which the attainment of objectives was bound to be jeopardized. The poverty situation described in different feasibility studies, especially of the Bank of the Poor and the Trust Fund, Philippines is said to have nearly 4.7 million families below the poverty line of whom more than 60% are engaged in agriculture and they are shifting in large numbers lo either non-farm activities or migrating to cities. The NGOs have been able to reach no more than 2% of them, the cooperatives about 7 to 10% and the financial institutions about 5%.

The situation in the Northern Areas of Pakistan in 1983 or currently in the rest of Pakistan or the five SAARC countries where RAS/96/600 has been initiated is no different. I explained with the help of transparencies and the video on AKRSP, how the one million people or over 100,000 families of Northern Areas tried to overcome their handicaps through forging a development partnership between themselves AKRSP based on organization, skills development and capital formation.

I pointed out that the conceptual package or theoretical framework of AKRSP was the same as enunciated by Raiffeissen in 1849 which was adopted by Japan as well as South Korea. Korea was lucky to get a President Park who implemented the package countrywide. I was lucky to get the blessings of the Aga Khan who gave long term support to the implementation of the programme. The feasibility studies done by the Filipinos speak of the same principles namely organizations of the poor, identification of visionaries or development entrepreneurs from amongst the community organizations, to articulate the needs of the communities, to mobilize resources, to implement programmes and overcome their problems, to forge linkages with government and other agencies and credit institutions and to make the communities self reliant.

However, the operational plan to achieve this objective is faulted because it consists of the traditional approaches of selling up a Bank and a Trust Fund to support existing NGOs and other agencies to help the poor get out of the poverty trap. NGOs and agencies which currently are reaching only from 2% to 10% of the poor, cannot be expected to scale up their operations to reach 4.7 million poor in the Philippines and more importantly they are engaged primarily in delivery of services not in social mobilization. Social mobilization, as pointed out in the feasibility studies of the Bank and the Trust Fund, means organizing the poor and identifying the visionary, tile idealist, the development entrepreneur from amongst them to forge a development partnership with government departments and ministries, donor agencies and other development organization and NGOs. I emphasized on the audience the absolute need for a support organization, like AKRSP or Samaul Undong or RAS/96/600 to undertake organization of poor and identification of the visionary from amongst them and subsequently to provide to the community organizations technical assistance, social guidance and access to resources. The Government of the Philippines should take a lead role in providing resources for setting up support organizations which will have to be manned by committed and dedicated professional s who respect the sovereignty of the community organizations and place reliance on the village visionaries and activists.

I was gratified to hear the Assistant Director General of NEDA say in summing up that as pointed out by Mr. Khan the strategy for poverty alleviation is there, what is needed is a long term commitment to implement it.

The focused discussion with the officials of the Presidential Commission to Fight Poverty, heads of local foundations and representatives or financial institutions revolved around the proposed Bank of the Poor and the Trust Fund. I commended to them the experience of other countries, such as, CAPART in India, Pulli Foundation in Bangladesh, TVO in Pakistan and the Janasavija Trust Fund in Sri Lanka. None of these institutions have so far succeeded in making an impact on poverty alleviation. I described in detail the situation in Norther Areas when AKRSP initiated its activities in 1983 and how the financial institutions,

including specialized banks like Agricultural Development Bank of Pakistan reached no more than 4% of the households and even after thirteen years with the number of branches of the Banks increasing to 52 in the area, the access to institutional credit is still restricted to 5-7% of the households. However, through and innovative approach AKRSP has created access to 80% of the households and there are nearly 3,000 village banks operating in the area fully manned by village men and women trained by the programme.

I pointed to the group of about 20 professionals the importance of organizing the poor and identifying the visionary or the idealist from amongst them as stated in their own feasibility study of the Bank and the Trust Fund. This objective cannot be achieved without a support organization which after completing the process of social mobilization provides technical assistance, social guidance and facilities access to resources for the organizations of the poor. Initially it is, therefore, important to go to the poor without a pre-conceived package, such as, a pre-planned intervention in the social sector or even credit. Let the organizations of the poor decide and identify their priority problems and once they are helped in overcoming it, they would be more than willing to forge a development partnership and accept their obligations.

Regarding credit, questions were asked about formalization of informal savings and loan programmes. I quoted the example of Northern Areas where in 1983 despite many branches of banks less than 5% of the small farmers had access to credit whereas AKRSP increased this access to 80%. In formalizing these operations, the greatest challenge is how to integrate the Village Organization Banks, now numbering over 1,000, in the formalized banking structure. The feasibility study has come up with a proposal requiring special legislation to set up such a Development Bank with a subsidiary called Enterprise Support Company. There was consensus among the group members that a bank for the poor or a trust fund on the pattern of existing banks will not be able to achieve the objective of providing access to the large majority of the poor Innovative procedures and structures were needed to reach the poor.

I advised the group to Concentrate on setting up support organizations for viable geographical areas to organize the poor, discover and identify the visionaries, idealist or development entrepreneurs amongst them and initially help the organization to overcome their priority problem through a process of technical assistance, social guidance and facilitation of access to resources. The formalization of such structures and community organizations should only be undertaken once they have taken roots and succeeded in reaching the poor.

Many of the participants, after the session, came up to say to me that they had learnt many new things. The group seemed quite enthused with the ideas we had discussed in the session

I found the visit to Manila and exchange of ideas at the Roundtable Discussions most invigorating and interesting. In personal discussion, Dr. Kwon mooted the idea of organizing a seminar to draw lessons from Samaul Undong for the benefit of the countries in the region and other continents. He felt that the industrial growth of South Korea has over shadowed the tremendous gains of Samaul Undong and it was important to show how critical the programme was in reducing poverty in the rural areas of South Korea. I fully endorsed the idea.

The Philippines UNDP Country office made excellent logistical and other arrangements for our stay. I am greatly indebted to Farouk Tarzi for his Kind hospitality and to Jana Ricasio for her help.

C.C.
- Mr. Henning K archer, Chief WASAP/RBAP, UNDP Headquarters, New York. New York.
- Mr. Yiping (YP) Zhao, Programme Manager, COSD/RBAP UNDP Headquarters, New York.
- Ms Ingunde Fuchlau, SPM UNOPS, Kuala Lumpur.
- Mr. Mohammad Pournik, PM WASAP/RBAP, UNDP Headquarters, New York.
- Mr. Farouk Y. Tarzi, Officer- in-Charge, UNDP Manila.
- Mr. J.K. Robert England, Resident Representative, UNDP Islamabad.

Conf/Manila, 396

31-3-1996

PROPOSED PROGRAMME OF ACTIVITIES FOR

MR. SHOAIB SULTAN KHAN

Senior Adviser, Institutional Development at the Grassroots

United Nations Development Programme

Islamabad, Pakistan

26-29 March 1996

<u>26 March (Tuesday)</u>		
6:20 a.m.	-	Arrival in Manila via PK 760; Proceed to Robinson Galleria Hotel Free (Visit to UNDP office is optional
<u>27 March (Wednesday)</u>		
11:00 – 11:30 a.m.	-	Courtesy Call Mr. Farouk Y. Tarzi Deputy Resident Representative (on detail)
2:00 – 5:30 p.m.	-	Roundtable Discussion Venue: Ciudad Fernandina #5 Eisenhower St; Greenhills San Juan, Metro Manila
5:30 – 6:30 p.m.	-	Reception
<u>28 March (Thursday)</u>		
9:00 – 11:00 a.m.	-	Focused Group Discussion on Social Mobilization and Micro-credit for the Poor To meet officials of: • Presidential Commission to Fight Poverty • Social Reform Council • People's Credit and Finance Corporation • Punla Development Trust • Department of Social Welfare and Development • Tulay sa Pag-Unlad, Inc. Venue: Romulo Hall, G/F NEDA sa Makati Building
3:00 p.m.		Departure from Manila via Thai Airlines

Mission Report – Iran
November 1-8, 2002

By: Shoaib Sultan Khan

November 11, 2002

Introduction: This mission was a sequel to my Mission in 1997 to Tehran to make a presentation in the workshop on sustainable development through micro-credit organized by the First Lady of Iran Mrs. Khatami in which two other first ladies also participated – Mrs. Mahatir Muhamad and Mrs. Kofi Anan, besides over 200 women and official participants. As an outcome of the workshop, a Family and Sustainable Development Fund (FSDF) under the patronage of Mrs. Khatami was set up. The FSDF is managed by a trust with seven directors which include the President's brother, a member of Parliament and five other prominent personalities.

Acknowledgement: It was at the request of FSDF that the UNDP Country Office arranged my consultancy. I am particularly grateful to Mr. Yarmand of Management and Planning Organisation (MPO) for giving a whole day, despite important demands on his time pertaining to budget and Parliament. I was most indebted to Deputy Ministers Dr. Mahdavi and Dr. Emadi for their time. Dr. Parvin Maroofi, Director FSDF and Supervisor Expert in Rural Women's Development was the prime mover of the mission without her efforts and interest I would not have been able to get the insights and exposure to the development scenario at the grassroots in Iran. Eng. Esmaiel Hamidi, Director FSDF and Project Executor as Expert in Social and Press Publications Affairs and Dr. Karimian, Director FSDF made my visit most comfortable and took undue pains to ensure nothing went amiss with the mission. Mr. Ali Farzin of UNDP made the mission possible by securing financial sponsorship from SAPAP and visa from the Government of Iran besides participating in the workshop and field visit and arranging my meeting with the Deputy Resident Representative Mr. Philip Devaud. During the field visit Dr. Namazi of the Iran NGO Initiative was of immense help to me. Khanum Kashmiri, Adviser to Governor of Sistan Baluchestan and Dr. Akbari, Head of MPO in Zahedan were especially solicitous in making my visit to Zahedan most productive.

Objective: The FSDF had dual expectations from the mission. Firstly convincing Management and Planning Organisation (MPO) about the efficacy of the social mobilisation in poverty reduction and secondly advice about the current status of the two pilot projects under implementation by FSDF in Sistan Balochestan Province of the country. UNDP expected the mission to influence MPO about the importance and effectiveness of bottom up planning for poverty reduction to complement the top down planning being implemented currently,

General Observation: I was even more impressed by what I saw in Iran this time. I walked for hours on the streets of Tehran besides traveling by car. Tehran and its suburbs accommodate 20 million of the 60 million people of Iran. The city is so clean and traffic though chaotic is extremely disciplined. Everyone knows he would be held responsible for any accident or overrunning a pedestrian. It is nothing short of miracle how all this works out without an intricate and extensive system of traffic lights or pedestrian crossings.

The most striking feature is total absence of beggars or destitutes on the streets and the free spirit of men and women going about their business. The number of girls and women on the streets is seen to be believed. I saw women and girls unescorted walking without any inhibition or anyone even noticing the presence of so many females on the streets. At the universities 60% students are girls. Iran especially Tehran is dominated by young people. In fact 70% of Iran's population is under 30 years of age according to a newspaper report. The revolution has certainly unleashed a most egalitarian environment. Tehran reflects a prosperous country of men and women with no contrasting islands of wealth and poverty so every typical of most South Asian cities. The dynamism of women like Khanum Kashmiri, Dr. Maroofi and many young women professionals whom I met, is seen to be believed. The most positive development is men's attitude towards this female domination except for light hearted banter, men seemed to welcome this emancipation of women.

Methodology: The mission undertook holding of five workshops at Tehran and Zahedan. The first one at Tehran University in the Faculty of Environment with FSDF and NGO participants, second workshop at MPO with Head of the Social Security Bureau Mr. Majid Yarmand and his more than 30 staff members, the third workshop again at MPO chaired by Dr. Mahdavi, Deputy Minister and attended by 50 officials including Dr. Qaisar Khan, Senior Human Development Economist of the World Bank who had come from visiting Nepal and fully supported SAPAP strategy of social mobilisation. The fourth workshop was held at Zahedan with nearly 100 participants belonging to local NGOs and the local administration. The fifth workshop again

at Tehran was held in the Environment Affairs Office of the President participated by about 30 persons belonging to FSDF, Environment NGOs and staff of the Environment Affairs Office. At each workshop I made a presentation on the concept of social mobilisation and the experience of SAPAP and Rural Support Programmes (RSPs) in Pakistan in implementing the strategy.

In addition to the workshops, there were detailed meetings and discussions with Dr. Emadi, Vice Minister, Ministry of Jihad-e-Agriculture, Mr. Akbari Head of the MPO Zahedan, Dr. Maroofi and other Directors of FSDF and with Mr. Devaud and Mr. Farzin of UNDP. The field visit included dialogue with members of the community organisations of Shirabad and visits to two enterprises and also to projects undertaken by Anjuman-e-Farhange Banoan of Sistan-Balochestan under the dynamic leadership of Khanum Azar Kashmiri who is also an elected Deputy Leader of the Zahedan Municipality.

The Anjuman is also running an IT Centre which has trained more than 750 women and has facility to run courses for 50 entrants at a time. The IT Centre badly needs a video conferencing facility to connect it to Tehran University for lectures and teaching as it cannot afford to invite scholars from Tehran. Azar Kashmiri especially asked me to include this in my report for favourable consideration by the UNDP Country Office.

FSDF Shirabad Project

The project has been undertaken by FSDF to demonstrate the efficacy of social mobilisation and micro-credit in poverty reduction for replication with government support. UNDP has mobilised inter-agency funds to provide non-operational financial assistance to FSDF to implement the project.

Shirabad is an informal settlement adjoining Zahedan with about 10,000 households with an estimated population of 55,000 to 60,000. Nearly 90% of the households are below the national urban absolute poverty line of 710,000 Rials per household. For the last one year FSDF is working with about 200 households organized in 7 community organisations (CO). We met with about 50 women activists of these organisations along with the 24 members of the Hazrat Zainab CO.

The CO activist spoke of the confidence the members have acquired through FSDF partnership which has resulted in unity amongst themselves, acquisition of some skills and also linkage with government departments and municipality. Having got the confidence, the CO have attempted to solve their problems of sewage, waste disposal, water and poverty through micro credit. They even had some success in addressing the problem of waste disposal and water. So far about 49 loans have been disbursed 7 of which have also been repaid. There is also a plan to form a cluster of the 7 COs. An attempt at organizing a male CO by the part time Development Facilitator (DF) of FSDF did not succeed.

The CO activist made a plea for a higher ceiling for loans and collective loans for enterprises like poultry farm, dairy farm, super market, bakery and sandwich store etc. etc. We were taken to a couple of enterprises started with micro loans. An oven to bake bread with a loan of 100,000 Toman (10 Rials make a Toman) with repayment schedule of 5,000 Toman per month. The old lady was said to be selling 20 bread loafs at 20 Tomans each. The lady seemed very pleased at what she was doing and of course the bread she was baking was one of the most delicious I have ever tasted. The second enterprise was a general store which four members had jointly opened by pooling their loan amount of 300,000 Tomans each. The shop was not doing well because of stiff competition as there were four more shops in the area. I was quite surprised that even after this experience, they were still thinking of sinking money in grandiose projects. The lowly oven of the old lady had something to teach them. A business or enterprise can only be built on success not on failures. Initially micro credit only succeeds based on the principle of smaller the loan shorter the period of repayment higher the chances of success and recoveries of loans.[4]

In the brief exposure I had to the people of Shirabad I was looking for (i) willingness of the people to help themselves instead of total dependence on outside agencies or NGOs to do everything for them, (ii) presence of honest, sincere and motivated members from the CO willing to provide local leadership to the CO and (iii) the capability and capacity of FSDF to provide Social Guidance to harness the potential or willingness of the people to do things themselves. It is pertinent that you look out for the idealists, dreamers and activists in your work. You look at the poor as subjects and traditional development practice looks at the poor as object of poverty alleviation.

It goes to the credit of FSDF that in a short period with limited resources, it has succeeded in demonstrating the efficacy of Social Mobilisation strategy in Shirabad.

Both the willingness of the people and the presence of honest, sincere and motivated leadership within the community has been fostered and its effectiveness demonstrated.

The basic issue which confronts FSDF is how to take this demonstration to scale to influence MPO, UNDP or other government agencies and donors to make Social Mobilisation as the centerpiece for their poverty reduction projects and programmes. The way FSDF is currently operating managing Shirabad Project by remote control from Tehran through a Support

4. These two cases represent two very interesting approaches; For the oven lady business means using money to meet existing demand with a quality product. for the group of four business is using money for supplying goods irrespective of market demand. These two paradigms can be found in the world of development as well. Although success has many fathers, but failure is also not an orphan in Development business.

Project Office at Shirabad staffed by part time DFs supervised again by a part time UN Programme Coordinator will never enable FSDF to go to scale to be able to influence anyone what to say of MPO, UNDP or others. If FSDF is serious about influencing policy makers and administrators and UNDP is serious about bottom up planning Shirabad Project will have to be revamped and reorganized to achieve its objective.

The excellent case study of Shirabad done by Dr. Parviz Piran at the behest of UNDP gives a most insightful Situation Analysis of Shirabad. According to Dr. Piran, the uncertainty in all aspects of daily life of the people of Shirabad with which they are fully aware need to be translated into behaviour modification to bring about change. If a strategy of Social Mobilisation does not focus on this issue, it would only be operating on the periphery.

Piran's Case Study points out the following priority problems of the people of Shirabad:

- Lack of sewage system
- Irregular garbage collection
- Children out of school and high dropout rate
- Income poverty (40% below poverty line)
- Human poverty (maternity, childcare, nutrition and health issues)
- Low status of women
- Future of Youth
- Drug-related issues

Very rightly Dr. Piran commends not only for Shriabad but the whole of Sistan Balochestan a community based approach to development attempting at mass participation in all stages. For Shirabad specifically taking the existing favourable environment there for hardware projects, especially for sewage system Dr. Piran proposes the design and implementation of the sewage system as the point of entry but its implementation should be contingent upon the creation of participatory organisations.

In this backdrop I would suggest FSDF to organize households lanewise as without this geographic focus FSDF would not be able to address the priority problems of the residents of Shirabad which are sewage, garbage collection and water. This will also enable FSDF to show impact otherwise the current practice of fostering COs of households spread all over Shirabad and reaching a very small number (like 200 out of 10,000) would show little impact. A lanewise focus would not only show early impact it would also enable better targeting of the poorest of the poor in the lane. Thus the Lane Investment Plan would include community plans like sewage, garbage, water etc. and household level plan especially for the poor would focus on income generation through micro credit.

However, *to implement the above suggestions, FSDF will have to have a stronger presence in Shirabad which at present is very weak. It is important and essential that FSDF should set up a Support Office in Shirabad staffed by full time professionals having expertise in Social Mobilisation and Sewage Sanitation, Water and Garbage disposal. In the beginning a two-person team with the above expertise namely a trained social scientist as a social mobiliser and an engineer with experience should be sufficient to initiate lanewise actions. Of course one of their main functions would be fostering a large cadre of Lane Activists (honest, sincere and dedicated community leaders) to help them in implementing activities*.[5]

UNDP support to FSDF in setting up the Shirabad Support Unit of professionals and funding for implementing Lane Investment Plans would have a high pay off in influencing MPO and Local Administration for replication of Shirabad experiment.

There are some very cost-effective packages of sewage and sanitation available like Orangi Pilot Project in Karachi which can be made available for guidance to the Support Team in Shirabad, if required.

Social Mobilisation Advocacy Workshops & Meetings

Of the five workshops, two had been arranged by the Management and Planning Organisation (MPO) a part of the President's Office which combines the functions of both finance/budgeting and planning – a function which normally in South Asian countries is discharged by separate ministries of finance and planning.

I was most impressed by the interest shown by high policy makers and administrators in the strategy of social mobilisation. The workshops were very well attended and my presentations on SAPAP and RSPs experience were followed by very pertinent and intelligent questions and observations.

The other three workshops had participants mostly from NGOs and some from Ministries and UNDP. The workshop at Zahedan had both NGOs and Provincial Officials.

In all more than 300 participants took part in these workshops and displayed an extremely high level of interest in the strategy of Social Mobilisation.

5. Very interesting depiction of Support Organization Model.

In the meeting with Minister Emadi, the importance of grassroots planning and involvement of people in development came up for detailed discussion. The Minister was concerned about lack of support to the 30,000 local councils in the country and strongly felt the need for involving people in development planning and implementation. I made a strong plea to him to take a Shahristan (district) for demonstration of social mobilisation strategy which could provide lessons for replication in the 24 provinces comprising 1000 Shahristan, 3000 Dehistan and 60,000 Deh (village).

In the discussion with Mr. Akbari, Head MPO Zahidan, I explained how provincial planning could immensely benefit by grassroots planning through the process of social mobilisation. I pointed out the tremendous potential people had which could be harnessed with great advantage for reduction of poverty by complementing macro planning with micro plans. The Shirabad experiment clearly demonstrated the feasibility and effectiveness of such an approach. Mr. Akbari expressed keen interest in social mobilisation strategy.

My wrap-up meeting with Mr. Devaud and Mr. Farzin at UNDP Country Office gave me an opportunity to learn UNDP's approach towards sustainable development and share my impressions of the visit to Iran. I suggested a visit by policy makers and high level administrators to Pakistan to expose them to the achievements in poverty reduction through the strategy of social mobilisation.

c.c. Mr. Philippe Devaud, Deputy Resident Representative, UNDP Tehran
Mr. Mohammad Ali Farzin, Programme Officer, UNDP Tehran
Dr. Parvin Maroufi, Director FSDF
Dr. Henning Karcher, UN Coordinator and UNDP Resident Representative, Kathmandu
Mr. Richard Snellen, SMO, UNOPS Kuala Lumpur, Malaysia
Dr. Subrahmanyam Ponthagunta, RPM SAPAP, Kathmandu
Dr. Alain Jacquemin, PMO SAPAP Kathmandu

Schedule of Visit

Friday November 1, 2002	
0900 hrs	Left Islamabad
1130 hrs	Arrival Dubai
1600 hrs	Left Dubai
1730 hrs	Arrival Tehran
Saturday, November 2, 2002	
1400-1800 hrs	Meeting with FSDF Directors and Staff
Sunday, November 3, 2002	
0830-1530 hrs	Workshop at Tehran University with FSDF/NGOs/ University Participants
Monday, November 4, 2002	
0800-1700 hrs	Two workshops at MPO

Tuesday,
November 5, 2002

0945 hrs	Depart Tehran
1200 hrs	Arrival Zahedan
1400-1700	Field visit Shirabad
1900-2100	Meeting Head MPO

Wednesday,
November 6, 2002

0930-1230	Visit Banoan NGO Projects
1300 hrs	Call on Deputy Governor, Sistan Balochistan Province
1330-1700	Workshop with NGOs/ Provincial Officials
1730-1930	Dinner & Iftar
2130 hrs	Depart Zahedan
0100 hrs (7.11.02)	Arrival Tehran

Thursday,
November 7, 2002

0730-0930	Meeting with Vice Minister, Ministry of Jihad-e-Agriculture
1000-1200	Workshop at Environment Ministry
1230-1400	Meeting with DRR UNDP
1700 hrs	Depart Tehran
1930 hrs	Arrival Dubai

Friday
November 8, 2002

0340 hrs	Depart Dubai
0730 hrs	Arrival Islamabad

Persons Met

1.	Dr. Parvin Maroofi,	Director FSDF
2.	Eng. Esmail Hamidi	Director FSDF
3.	Dr. Karimian	FSDF
4.	Dr. Fate Bagestani	FSDF
5.	Mr. Aajar Shad	FSDF
6.	Ms Shahla Akhtari	Iran NGO Initiative
7.	Mr. Akbari	Head MPO Zahedan
8.	Dr. Ali Reza Tazlili	NGO
9.	Dr. Zahra Maleki	UN Programme Coordinator Zahedan
10.	Ms Azar Kashmiri	Adviser & Deputy Leader, Prov. Govt/ Muncipality Zahedan

11. Mr. Mohammad Reza VaezMahdavi, Deputy Minister for Social Affairs, MPO Tehran

12. Dr. Mohammad H. Emadi, Vice-Minister, Extension & Farming System, Ministry of Jihad-e-Agriculture, Tehran
13. Mr. Majid Yarman, Social Security Bureau, MPO Tehran.
14. Mr. Qaisar M. Khan, Sr. Human Dev. Economist, The World Bank, USA.
15. Mr. M. Baquer Namazi, Director, The Iran NGO Initiative, Tehran
16. Mr. Mohammad Reza Khosravi, Biodiversity E.A. Consultant, UNDP Tehran
17. Mr. Mohsen Solemani Roozbahani, Secretary of International Affairs & Project Manager, Green Front of Iran, Tehran
18. Mr. Philippe Devaud, Deputy Resident Representative, UNDP Tehran
19. Mr. Mohammad Ali Farzin, Programme Officer, UNDP Tehran

Note for Record – China

Global Conference on Scaling Up Poverty Reduction

May 25-27, 2004

By: Shoaib Sultan Khan

June 3, 2004

On his last visit to Pakistan, the President of the World Bank Mr. Wolfensohn could not travel to Northern Areas to visit AKRSP due to inclement weather and spent few hours discussing the concept, strategy and achievements of the programme in Suite No. 421 at Serena Hotel. The then General Manager AKRSP Mr. Steve Rasmussen also participated in the discussion. Mr. Wolfensohn had been to Ukraine earlier where he was told about the excellent work being done in 40 villages for poverty reduction. This set him thinking on a global learning process for scaling up poverty reduction and holding a conference on the subject.

Accordingly the Bank initiated in August 2003 an interactive global learning process for lessons learnt from successful experiences for scaling up poverty reduction from around the world. The nine-month learning process used a series of multi-country interactive video conferences, online dialogues and site visits leading upto a working conference in Shanghai on May 25-27, 2004.

I Participated in the Global Conference on Scaling Up Poverty Reduction at Shanghai jointly organized by the Peoples Republic of China (PRC) and the World Bank.

Nearly 1000 delegates attended the Conference including three Presidents of countries, two Prime Ministers, Presidents of the World Bank and IFAD, Administrator of UNDP, Finance Ministers, Federal Ministers, Practitioners, NGO leaders, Civil Society Representatives and many others.

In the inaugural session, President Lula of Brazil dubbed poverty as the worst weapon of mass destruction (WMD).

A booklet was issued containing summaries of one hundred case studies of which twenty case studies were presented at the Conference. Three of the case studies presented were directly inspired and replicated by the Aga Khan Rural Support Programme (AKRSP).

The case study from India VELUGU (a replication of South Asia Poverty Alleviation Programme (SAPAP) was presented by Mr. Raju who had also acted NPC of SAPAP in Andhra Pradesh. During the discussion when a clarification was asked as to what was meant by Social Guidance in social mobilization, Raju referred the question to me saying he had learnt everything about social mobilization from me and I would be in the best position to give the clarification. This public acknowledgement by an Indian of the contribution made by a Pakistani was indeed a most heartwarming gesture. Raju also informed me that Dr. Subrahmanyam, the SAPAP Adviser at Kathmandu, has become the Principal Secretary to the new elected Chief Minister of Andhra Pradesh and he was hoping for a much more enthusiastic implementation of SAPAP through the VELUGU programme.

I also explained in my presentation of the Rural Support Programmes Case Study that Pakistan has demonstrated how a support organization can protect its autonomy and neutrality despite receiving substantial funds from government because countrywide reduction without government support is not possible. The World Bank staff and many from the audience profusely acclaimed the presentation of the Case Study.[6]

The SAPAP Case Study presented by China UNDP Country Office assisted by UNDP Consultant Mr. Krishne Dev from India brought out the unique feature of SAPAP under which a programme, namely AKRSP implemented successfully was implemented in five other countries with substantial success so much so that the World Bank adjudged it as an effective example of Scaling Up Poverty Reduction.

I also availed of the opportunity of meeting Mr. Malloch Brown, Administrator UNDP and asked him if he was happy that SAPAP was selected as one of the twenty cases to be presented in the Global Conference as an effective example of Scaling Up Poverty Reduction. The Administrator responded “I wish there was another such programme being implemented by UNDP”. I said unfortunately UNDP always walks away from its successful initiatives for others to take all the credit. I invited him to visit Rural Support Programmes on his next visit to Pakistan where UNDP under the leadership of Onder Yucer has strongly supported such programmes. He promised to consider the request. UNDP’s dilemma of supporting sustainable programs in

6. Neutrality in management and collaboration in pooling resources for making a difference on large scale are very important aspects of poverty alleviation strategy built on trust between the government and civil society.

unsustainable way need to be probed in depth. UNDP perhaps assesses its result based performance by counting the number of new projects completed rather than expansion of successful old projects.

The Pakistan delegation to the Conference included Mr. Nasim Ashraf, Chairman NCHD, Dr. Pervaiz Tahir, Chief Economist, Planning Commission, Government of Pakistan, Mr. Abdul Wajid Rana, Joint Secretary, Ministry of Finance, Ms Shahnaz Wazir Ali, Executive Director, Pakistan Centre for Philanthropy and Dr. Rashid Bajwa, Chief Executive Officer, NRSP who ably supported me by managing the powerpoint while I was presenting the Case Study. The material on RSPs including AHK film CD etc., taken by Rashid was in great demand and greatly appreciated by participants.

The Aga Khan Rural Support Programme (AKRSP) was represented by Mr. Tom Kessinger, General Manager, AKF Geneva and Mr. Munir Merali, Chief Executive Officer, AKF Pakistan.

In his concluding remarks, the President of the World Bank Mr. Wolfensohn lamented the shift of focus by Developed Countries from poverty reduction to war against terror and thus there was more rhetoric than actual action in this regard. Poverty reduction was not central to the agenda. There was only lip service. There was less attention to problems arising out of poverty. He quoted US $ 900 billion being spent on defence and US$ 300 billion on subsidies and only a fraction on development of the poor countries. He exhorted developed nations sense of moral and ethical belief to judge what they are doing is right.[7]

7. It would be pertinent to repeat here Brazil's President Lula's comments that poverty is the greatest weapon of mass destruction. Helplessness in alleviating poverty breeds conspiracy theories and attracts disillusioned idealists to violent solutions of social ills.

Note for Record – Visit to Afghanistan & Tajikistan June 2-11, 2005

By: Shoaib Sultan Khan
June 16, 2005

Thanks to AKDN, GTZ and INWENT's invitation to participate in the International Workshop at Dushanbe (Tajikistan), I got an opportunity to visit Kabul and Dushanbe.

On way to Dushanbe from Islamabad, we had to spend two nights at Kabul and we stayed at the same hotel which I had visited thirty five years ago and which was considered one of the most picturesque and exotic Intercontinentals in the world. The run down condition of the hotel and the surroundings including Baghe Bala (Amanullah's Palace) which had been converted in a restaurant and used to be the most popular evening eating place, was a reflection of what ravages this beautiful city had undergone. Steve Rasmussen who is a more frequent visitor to Kabul in his capacity as a Lead Specialist of the World Bank, had kindly arranged for me to see the restoration work at Baghe Babur and Taimur Shah tomb being undertaken by the Aga Khan Trust for Culture under the dynamic supervision of Julian, the CEO of the Trust. Baghe Babur where we used to come for picnics was desolation personified. The beautiful garden was no more. However, the restoration and renovation being undertaken by the Trust and Julian's obsession with the minutest detail to restore the garden's pristine glory I had no doubt that one day the restored Baghe Babur may even excel the original.

I cannot resist telling the two stories narrated by Julian one relating to a very important American visitor who, when he was being shown round Babur's grave, pointed to the grave and asked what is that bench for and the other one relating to Bill Clinton who asked the American Ambassador what was written on Babur's tombstone got the reply "well it says he was a good guy bla bla", whereas in actual fact, this tombstone was got installed by Jahangir and bore the inscription in Persian saying Emperor Babur father of Emperor Humayun father of Emperor Akbar father of Emperor Jahangir.[8]

Taimur Shah's tomb right in the middle of the city has been fully restored and is indeed an amazing achievement of the Trust and Julian is embarking on a most innovative scheme to improve the surroundings of the Tomb by giving a stake to the occupants of the land around the building in the restoration project.

However, my visit to BRAC arranged by Steve was a real education for me. I take my hat off to Abed (the founder of BRAC in Bangladesh) what his organisation has achieved in Afghanistan in a short period.

A most interesting methodology of involving the community followed by BRAC has been setting up Community Development Committees elected by the entire households of the village through secret ballot in addition to the existing Shura of nominated persons. Most of the CDC so elected were much more representative of the households and much more accountable to them than the Shura. CDC may not be a broad based village organisation but it certainly is a big improvement on nominated Shura of the village.[9]

BRAC is implementing government's National Solidarity Programme (NSP) on behalf of the Ministry of Rural Development and has by now presence in 21 provinces of 33 provinces in the country.

BRAC programme package adopts a holistic approach and includes health, education, infrastructure, micro-finance and a massive human resource development and training programme.

BRAC has already reached 92780 households of which 78% are borrowers. Steve has helped setting up a Microfinance Support Facility managed by the World Bank and contributed by all donors. Currently the Facility is negotiating with Ministry of Rural Development an allocation of US$ 300 million for microfinance countrywide through programmes like BRAC.

What impressed me most was the commitment and dedication of BRAC professionals working in Afghanistan. Their most important achievement has been building up local capacity. Of the 2800 staff no more than 150 are outsiders. Abed should be very proud of what his people are doing and have achieved in Afghanistan.

The Ariyana flight from Kabul to Dushanbe of the same duration as between Islamabad and Kabul (fifty minutes) flew over barren mountains despite large and many water bodies and hill torrents with a sudden and dramatic change in the landscape as we entered Tajikistan. From the plane it was like European landscape – green pastures, beautifully manicured fields, well planned villages but no forests. When I traveled by road from Dushanbe to the districts of Faizabad and Rogan, it was like Northern Areas but lush green from bottom to the top of the hills. Tajikistan is a beautiful country with even more beautiful people.

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8. Heal thyself doctor.
9. Grafting innovation on an existing structure seems to be a very interesting way of engaging the 'other'. Social Mobilization can find its way like water through crevices, and holes, and gaps and gravity flow. Or, should we call it a syncretic paradigm

When I had landed at Kabul airport, I was greeted by Farman and Manzoor and for a moment I thought I was in Gilgit. Later Safdar also showed up and Drajat is to join them shortly. These are AKRSP's ambassadors and I admire their courage and commitment in a most hostile, trying and challenging environment.

To be greeted by Khalil at Dushanbe was the last straw. The AKRSP mafia seems to have permeated right upto Central Asia. There was more to come when I met Hakim who has been holding fort court for the last eleven years. His reception for the Workshop participants was attended by Afghan, Iran, Pakistan, Krygistan ambassadors besides the Deputy Minister of Tajikistan. Hakim and Neelofar are a most generous hosts and everyone enjoyed their hospitality and the sumptuous feast they had laid out in their beautiful house at the AKDN premises.

Khalil had arranged for some of us to visit Fyazabad district where AKDN supported Mountain Societies Development Support Programme (MSDSP) initiated its activities. This visit was followed by another visit to Rogun district by all the participants of the Workshop. I was in the group which visited two village organisations (VOs).

In the Soviet era, everything was not only centrally planned but the welfare of each household was also taken care of. There was full employment, education and health facilities for all. Ten years ago, this all changed and employment is now the biggest worry. Even in Dushanbe which is beautifully planned and has no beggars and slums but the wages are ludicrously low forcing everyone to supplement income by doing as many jobs as they can get their hands on. Thus the quality is the biggest casualty. How do you expect a teacher to give his full attention at a US$ 20-30 per month salary. This seems to be true of all the professions. One of the Tajiks confided that ten families have usurped all the resources. The rest find it very difficult to make both ends meet. However, on the surface compared to South Asia or especially Afghanistan, Tajikistan seems to be heaven.

MSDSP is trail blazing in the rural areas. What Khalil and his team has achieved so far is most encouraging and inspiring. The three fundamentals espoused by AKRSP, Khalil has demonstrated are equally applicable to rural Tajikistan. In fact more so because of a more conducive environment such as high literacy rate and highly cohesive communities. *The two pre-requisites of social mobilisation namely, willingness of the communities to harness their potential through organisation and the presence of honest and competent activists amidst the community seems to be the hallmark of Soviet legacy.* Everywhere I went and the people I talked to I found near hundred percent organisation of households in VO and most committed leadership both men and women and like Northern Areas of Pakistan, most of them came from amongst school teachers.[10]

MSDSP as a support organisation has done a splendid job of social mobilisation but it is now unable to keep pace with implementation of VO Micro Plans based on the identified potential of the VO at household level and the community level. A small loan of Samonis (3 to a US$) for five chicks enabled a poor woman to earn 5 Samonis a day by selling eggs and in the bargain her teenage daughter becoming an entrepreneur. Imagine if she is given loan for a cow, how much more her household income would increase. She wants it but the Village Development Fund (CDF) hasn't got the resources to meet the credit need of 33 poor families in village Kalai Nav. The VO members borrow at 36 to 60% per annum. Normally the loans are given at 3 to 5 % per month for a period of three months. When I asked one of the woman members who took 500 Samonis and after three months returned 650 Samonis, she replied but I made a net profit of 850 Samonis in the bakery business. In village Himohammad, an entrepreneur supported by MSDSP had set up a vegetable processing plant which employs 12 women. He needs another 5000 Samonis to double his production and employ all the unemployed in the village. But MSDSP hasn't the resources and the agency which was not involved in social mobilisation of the village, cannot be easily convinced. When I asked president of a VO as bluntly interpreted by Steve, how things were different from the Soviet times. The response was that we had full employment. We had no worries about the education of our children. Today our main worry is employment. 70 to 80% of the young of the villages are migrating and surviving in ghettos of Moscow earning a miserable living.

However, when one looks at the land and water resources, *I am reminded of Akhter Hameed Khan's words that they are literally sitting on a gold mine. It is agriculture, livestock, horticulture and forestry which has tremendous potential. I was most intrigued at the Soviet neglect of these sectors. The VO is the most effective and efficient vehicle for achieving the true potential of the area. It is all a question of mobilizing resources both monetary and technical to help VO members to achieve their potential.*[11]

When I asked Faizov Yadgar, CEO AKF, why can't he persuade government to take MSDSP countrywide, his response was that government wants the resources to be given to it because it has a highly developed Administrative Infrastructure at all levels such as Jamaat , sub district, district and the central level. The MSDSP value added has been at the village level where a Village Committee of 3 villagers has been complemented by a VO alongwith a Women's Group of entire village households. In Kalai Nav, the VO membership was 130 and in Hi Mohammad 124. Village Committees of the Soviet era are no patch on the MSDSP VOs in terms of involvement of the households in their own development.

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10. It is very interesting to note that Soviet system cultivated community Agency and idealism, but ten percent succeeded in usurping the resources from organized 90 percent. It means that Soviet system cultivated the trait of following the chain of command not asking communities what they consider could lift them above poverty level. This is where AKRSP made the difference.
11. It might be appropriate here to say with reference to Communist and Capitalist ideologies (forms of knowledge) that " if it doesn't empower you, it is not knowledge'. AKRSP follows the discourse of knowledge and other two ideologies follow the discourse of power because in AKRSP approach development is a mean to human well being and in capitalist and communist ideologies humans are a means towards achieving the development goals.

As AKDN lacks resources even to take the current MSDSP districts to their desired level of programme maturity, it might consider adopting social mobilisation strategy adopted by South Korea in implementing the Samaul Undong Movement. However, this needs long term government commitment as was done by President Park. The World Bank is supporting social mobilisation, which it has christened as Community Driven Development (CDD) in many countries and if Government of Tajikistan makes a similar request for replicating MSDSP countrywide, might get a positive response. In this scenario, MSDSP will have to become the training and orientation wing for training of government officials of all the departments in social mobilisation.

If this idea appeals to AKDN, a more detailed proposal can be drawn up in consultation with the Government of Tajikistan and the World Bank.

The return journey to Islamabad from Dushanbe was uneventful and covered within a day except that PIA flight from Kabul to Islamabad aborted midway during take off run due to sudden cloud burst.

Note for Record

By: Shoaib Sultan Khan
April 5, 2005

Subject: **Community Development Carbon Fund (CDCF)**

A chance meeting with the Programme Manager CDCF in the World Bank Building Islamabad resulted in my being nominated on the Advisory Group of the Fund which is being managed by the World Bank from Washington DC.

The first meeting of the Advisory Group which I attended was scheduled to be held at Agra with field visits planned in Gwaliar (India) from March 12-15, 2005.

On the morning of March 12 when I reached the Delhi Nizamuddin Railway Station, I saw the Taj Express leaving the platform on the dot at 0715 a.m. I was informed wrongly that the scheduled time was eight O'clock. Anyway I had no problem in hiring a taxi to take me to Agra but it took more than four hours to cover the 200 km despite a dual carriageway. The traffic and the ribbon development alongside the road were unbelievable.

The organizers also arranged for us some sightseeing. The visit to the Taj at six in the morning was out of this world. The first glimpse of the Taj cannot be described in words. I was visiting the Taj after 64 years. No building has ever affected me as Taj did. It seemed like a mirage covered in mist. One just stood dazed and riveted at this "thing of beauty a joy forever".

I had even more adventures in store. Returning from Fatehpur Sikri after visiting Akbar's palaces and Tanseen's place of music which used to mesmerize the listeners and after paying homage at the beautiful marble mausoleum of Sheikh Saleem Chishti with the Buland Darwaza (Akbar's Victory Gate), we encountered a most strange and incredible event. Our hotel brand new car was cruising at 60 km an hour when suddenly I espied from the corner of my eye, a magnificent horse like animal at full speed making a dash to cross the road. Finding the car blocking its way, it tried to jump over the car and was caught full length by the windscreen of the car which broke into smithereens. The car by sheer impact veered to the right. Fortunately the driver controlled it from overturning and at that moment, there was no oncoming traffic which would certainly have collided with our car. The car stopped and the animal which was a wild blue bull slid down the bonnet. I could see it was injured and bleeding but no sooner it fell on the road, it was up again on its feet and limped away in the fields from where it had made the dash.

My companion the GM of Reliance and I who were sitting at the back felt only a jolt. Our guide in the front seat had a few glass splinters embedded in his hand and the driver was totally unscathed and slowly drove us back to the hotel where half the people felt we were making up the story till they saw the battered car with the shattered windscreen.

My friend from Reliance had a lot of stories to tell me about the founder of Reliance Dherubhai Ambani. He was full of praise of his business acumen and human relations. He would give a raise to his employees of Re. 1.00 before they asked him Rs. 2 raise. When he launched the Reliance cellular phones, he argued that the Indians may not be very fond of reading and writing but they love talking. He wanted to make Reliance phones as cheap as the postcard.

Community Development Carbon Fund was opened in July 2003 and targets small scale Clean Development Mechanism (CDM) projects only which must have community development benefits. With the ratification of Kyoto Protocol by Pakistan, the potential role for Pakistan is to demonstrate , credibility and benefits of project based mechanisms to sustainable development in key economic sectors, such as, energy, infrastructure, waste management, agriculture and forestry and to initiate climate change in a measurable and transparent way. Thus Renewable Energy Projects (hydropower, solar, wind); Waste-to-Energy Projects (municipal solid waste clean up for recycling and gas capture and power generation, Agribusiness waste to Energy (rice husk power plant), Community Agro forestry etc. should be areas of interest to organised communities. The Rural Support Programmes are best suited to take advantage of CDCF for community benefits.

The World Bank is offering to (i) invest in Showcase projects and make the first round of Clean Development Mechanism (CDM) investments to build confidence in the Pakistani market, (ii) build capacity in the Pakistan economy through the experience of actual transactions and projects, (iii) advise on the most effective administration and legal structures for carbon trading and (iv) help promote Pakistan's market if conditions are right.

The first step is to submit a Project Idea Note (PIN) stating description of project component, type of project, location of project, expected schedule, financing sought, technical summary of project and expected environmental benefits.

Initially I felt totally lost as to what was being discussed but slowly I started getting the drift of the issues being discussed. I would strongly commend to CDCF management an orientation session for new members before they are thrown at the deep end. Learning by doing is an excellent methodology but to derive maximum benefit from this adage also needs some orientation.

Besides an Advisory Group (AG), CDCF has also a Partners Committee (PC). After the meeting of the AG, a joint meeting with PC members was held followed by a separate meeting of the PC.

There was a lot of discussion on the issue of inclusion of forestry and land development projects for CDCF entitlement. The CDCF management made a strong case for inclusion of sinks and sequestration projects under the purview of CDCF. I strongly supported the management viewpoint by citing examples of massive forestry projects undertaken by communities including watershed management, reclamation of degraded and saline lands and thereby contributing to clean environment. I was happy to note that both the CDCF management as well as the Chairman of AG and most of the members held similar views on the subject.

The field visit to three brick kilns in Gwaliar was most informative and in some ways encouraging. The first kiln where families work as a unit with women and children, also contributing their share of labour to making maximum number of bricks, as the owner of the kiln makes payment on the basis of bricks made. This work especially for women and children is not only very hard but highly degrading and I was told the contractors treat the labour with indescribable hauteur and exploitation.

At the second site, we found a vertical shaft brick kiln (VSBK) which was a great improvement on the traditional one and it restored some honour and dignity to the labour especially the women and children. The owner of the kiln also seemed an educated kindhearted man who, the labour said, looked after their welfare.

The third site was the state of the art VSBK with the labour working with real dignity. The carbon emissions here were said to be one fourth of the traditional kiln and the consumption of coal was also about one third. This site was clean, calm and seemed free of exploitation and hardship associated with the traditional one.

We were told India needs 180 billion bricks annually and there are 60,000 brick kilns spread over the country. How many of these would adopt the state of the art VSBK remains to be seen. The traditional brick kiln owner told us that he lost money when he switched over to VSBK. The proponents of VSBK contested this statement. Although initially instead of Rs. 500,000-700,000 VSBK required about Rs. 1.5 million investment but in the long term it is more economical and above all it is humane and preserves dignity of labour. The other issue is of nearly 50% of 400,000 labour now engaged in traditional brick making to be thrown out of the brick making market because VSBK needs skilled labour and only a handful of unskilled one. Whatever may be the pros and cons, it was heartening to see that there is technology available to rid the brick kiln industry of indignity, exploitation and humiliation of labour especially women and children. The State has a responsibility towards these unfortunate citizens and the sooner some solution is found to this complex problem the better it would be not only for the oppressed labour in brick kiln industry but also for reducing carbon emissions from thousands of brick kilns.

c.c. Mr. Asif Faiz, Programme Manager, Carbon Finance Business, The World Bank, Washington DC, U.S.A.

Note for Record

Subject: Visit to Kenya – Massai Tribe

By: Shoaib Sultan Khan
November 14, 2006

As member of the Advisory Group (AG) of the World Bank sponsored Community Development Carbon Fund (CDCF), I visited a Geothermal Power Project in Naivasha region of Kenya. The Olheria Geothermal Expansion Project proposes to purchase emission reduction (ER) through CDCF amounting to US$ 900,000.

CDCF has embarked on a Community Benefit Plan with the ER purchases by Kenyan Electric Generation Company (KenGen) since last two years. The purchase period extends upto 2014.

The rural population to be benefited by the Plan numbers 30,000 residing in about 50 hamlets/villages each comprising on an average 100 households within 40 km radius of the Power Plant. The area is also part of a wildlife reserve. The majority of the population belongs to Massai Tribe.

The current developmental interventions concentrate on social sector, school, dispensary and drinking water. The process of consultation is confined to Elders of the tribes with nominal representation to women. Amongst CDCF and Power House Management, there were strong reservations towards community participation as this would go against the established custom and would generate hostility, dissension and discord.

As to livelihood interventions at household level, no thought had been given but the Managing Director got quickly convinced that this should be done and so did the Manager of CDCF. Since it was not possible to reach the households without organizing them, it was agreed in principle to initiate social mobilisation for fostering community based organisations (CBOs).

The visit to the habitation or village of the Massai was an eye-opener. Unlike the information being given that they are entirely nomadic, we found a cluster of more than 50 Thatched Cottages like the primitive Hunza Huts full of smoke. The reason given was to dupe the enemies not to be able to see as they enter the hut giving opportunity to the inmates to take defensive measures. Obviously these were all stories of the past. The Massai Chief who greeted us, must have been a Chief once upon a time as his shredded ears and other features showed, but now he was suited booted riding a car. We listened to the Chief with due deference and felt inhibited to ask questions or have a discussion with the rest of the habitants.

At the end of the meeting where two Chiefs (both in suits) made speeches, children of the newly opened school gave their performance and then women were invited who repeated the same demands which the Chiefs had made, I saw a group of young Massai, traditionally dressed with their spears standing in a corner. When I approached them little expecting any conversation with them but I had enlisted the services of the interpreter who was translating Chiefs speeches. To my utter surprise they answered me in chaste English and enthusiastically accepted the idea of getting organized in a Village Organisation to undertake village investment plan beginning with household level. When I asked them what assets they had. The response was livestock. When I asked how many. They laughed we never count them. These are apparently too many to be counted. When I asked what they would like to do to improve their household herds and what else would they like to do. They had all kinds of ideas. The most impressive young Massai gave his name as Jackson and assured me they would have no difficulty in making household portfolio of opportunities to supplement and complement the village level portfolio of projects which the Chiefs had given. He even asked for my visiting card to communicate with me.

Despite the very primitive state of their abodes, it was obvious that at least the young Massai and the transformation of the Chiefs we had already seen, were no more only shepherds, herders and gatherers. In addition to those activities, they had also acquired very many modern attributes. All they need is an enabling and supporting environment to unleash their potential and make the best use of the resources they have.

Apparently the KenGen management comprising mostly power engineers, found Chiefs the easiest and best way to communicate with and develop the Community Benefit Plan.

However, both Manager CDCF and MD KenGen saw the need for inclusion of the social mobilisation dimension in the Plan. The MD offered to appoint two Social Organisers, male and female to undertake mobilisation of the 5000 households. Manager CDCF sought my help in training them in situ by deputing an experienced trainer from RSPN to undertake the assignment. This would entail a fortnight with the Massai Tribes in Kenya. Organizing at least one habitation as a demonstration and training for the Kenyan Social Organisers and the community activists or facilitators like Jackson. CDCF has offered only to pick up travel and lodging and boarding expenses.

Any volunteers?

Note for Record

August 4-12, 2007

By: Shoaib Sultan Khan

August 15, 2007

Subject: **Visit to Indonesia**

Through the courtesy of the Water and Sanitation Programme (WSP) of the World Bank, I was part of a group comprising Minister Sardar Muhammad Idris of NWFP, Dr. Jawaid Ali Khan of Federal Ministry of Environment, Secretary Javed Latif of Punjab Department of Local Government, Secretary Fazlur Rahman Khan of Sind Department of Local Government and Secretary Yunus Durrani of Balochistan Department of Local Government, visiting Indonesia to see the implementation of Community Led Total Sanitation (CLTS). On arrival in Indonesia, the group was joined by a delegation of 17 Indian officials from the State of Maharashtra and Himachal Pradesh headed by Union Joint Secretary, Ministry of Local Government Mr. Amitab Bhattachariya and a Bangladesh delegation of four members including my old friend and colleague from South Asia Poverty Alleviation Programme (SAPAP) of Bangladesh component Mr. Shafiqual Islam (Jr.). Mr. Mark Brelly of WSP Office Pakistan also joined the group along with a number of WSP officials from the World Bank Office, India.

The programme envisaged visits by the group in the Provinces of East Java with headquarters at Surabaya and Bali with headquarters at Denpasar. Indonesia comprises anywhere between 14000-17000 islands depending when the islands are being counted during high or low tide, of which only 6,000 are inhabited and divided up in Provinces, Regencies, Districts, Sub districts and Villages. It has a population of 235 million.

I had made two fleeting visits to Indonesia in 1975 briefly visiting Bali and in 1977 Jakarta. I had no idea what was in store now.

What I saw now was an eye opener and unbelievable. The Central, Provincial, District and Local Government offices and facilities were immaculate, clean, functionally beautifully decorated with frescoes, depicting national culture and history. The officers men and women in equal numbers, many in neat and clean uniforms including village workers reflecting a highly disciplined cadre, very polite and courteous and extremely hospitable. The banquet held in our honour by the Mayor of Kediri district was a gala affair from Mayor downwards everyone showing their prowess in singing and dancing. The South Asian group also had many hidden talents and rose to the occasion in no mean way. Jawaid even persuaded the Minister to join in the festivities who also made a most appropriate speech thanking the hosts.

The function held at the City Hall Denpasar headquarters of Bali Province was a working lunch where the officials of the City Government along with Central and Provincial representatives made excellent power-point presentations on the sanitation situation in Indonesia. The Director of Housing excelled them all and presented a most lucid and comprehensive description of the Indonesian situation. Amitab and Deepak from India gave a resume of the situation in India. I spoke about my impressions of the visit and quoted the example of OPP in the field of sanitation. Minister Idris again gave an excellent thank you speech on behalf of both India and Pakistan members of the group. The Bangladeshi had to leave earlier because of not getting a flight the next day.

However, the greatest surprise in store for me was the field trip to rural Indonesia. The countryside is lush green with sugarcane, maize, pineapple, coffee, paddy and horde of forest trees teak, ebony etc. intermingling with each other. Not an inch of land was empty or unutilized. Miles after miles we traversed through rural roads crossing one village after the other. It seemed we were driving through Europe with beautiful rows of nicely built houses on both sides of the road impeccably clean without any trash anywhere. I wondered with this kind of rural housing what was the need for a CLTS.

The Indonesians have achieved two great objectives. They have overcome abject poverty and controlled population growth. The sub district we visited had a family household size of less than 5. A few poor households we met numbered very few who had no homestead land and were living on Irrigation Department land. Housing costing around US$ 20,000-25,000 (20 million rueess) was the norm in the villages we visited. At the bottom rung who were assetless earned a little over a dollar a day but the overwhelming majority were well above the poverty line. Cost of living in Indonesia seems to be manageable as prices compared favourably with Pakistani prices despite a much higher per capita income.

Another most praiseworthy and laudable aspect of Muslim Indonesia was tolerance, freedom of way of life, preservation of cultural heritage and in all respects an epitomic of a free society where the Hijab and the western dress co-existed without anyone raising an eye brow. The women were equal partners with men everywhere. The road infrastructure may not be as developed as Pakistan but the whole country reflects discipline and an extremely high standard of cleanliness and tidiness.

In this backdrop it came as shock that majority of the beautifully built rural houses had no toilets and defecation in the open or over the river (called the helicopter style of defecation) was the norm.

WSP's CLTS woke them up to the need to do something about it. It simply required households to dig a hole in the privacy achieved by cheapest of means to defecate in it. The cost at the poorest household was US$ 5 or thereabout. The hole would be all right for a couple of years or so when a new hole will have to be dug up. At Kediri WSP brought Kamal Kar who motivated the community and more importantly the officials of the Health Department to propagate CLTS. The Indonesians were also exposed to Bangladesh and India CLTS programmes.

At Kediri, the Director Health, a lady, along with the other officials gave us a briefing and seemed totally committed to make all their villages open defecation free (ODF). The local official incharge of the programme Dr. Ali, in response to a query, informed that the Health Department's job was to identify one or two activists in a village who got convinced of CLTS and it were they who convinced the rest of their co-villagers to adopt CLTS. Incentives were offered by officially declaring a village ODF through a ceremony in the village and installing a board at the entrance of the village for every visitor to learn about the achievement of the village. There seemed lot of enthusiasm in people and the departmental, local elected officials and the community. This ceremony was reinforced by similar ceremonies at sub- district, district and provincial levels recognizing ODF villages.

The baseline and monitoring mechanism ensured that the progress and maintenance and sustainability of CLTS was kept track of.

The visit to urban slum areas where mostly people are living in rented houses or dormitory type housing, the Local Government has constructed community latrines. Here again the cleanliness and maintenance of streets, pavements, gullies and latrines was incredible. The latrines were so clean as if these had never been used. Even in dormitories with 3 to 4 persons in each section, the environment was as clean as could be. Even the laundry very neatly hung on hangers. The community latrines had also bio-gas production unit providing fuel to public places and also to houses. This was part of their project called SANIMAS.

In Bali Province, the group visited a community based sanitation project in Ubung and solid waste project in Kiprah. The solid waste project was an interesting initiative by an ex-MP at the local level catering a population of 4,000. It envisaged involvement of community in solid waste management because it was the community which was producing solid waste not the government. The initial sifting of solid waste was envisaged at the household level with incentives built in and collection and transportation of solid was to the solid waste management plant site and thereafter transportation of the compressed solid waste to the waste site. It seemed an interesting initiative. The plant had as yet not been commissioned. A lot of solid waste was noticed to be littered all over the street bin collection sites. Only time will tell how the construction of the solid waste management plant at local level motivates communities to fulfil their obligations. If successful, it could provide a solution to an endemic problem.

The state of art facility was the Denpasar Sewerage Development project costing US$ 50 million covering 10,000 houses with a population of over 100,000. Its maintenance would cost no more than Indonesian Rupees 10,000 per household. The plant is linked only to non- toilet used water from kitchen, bathrooms and other facilities.

CLTS is an excellent initiative for sensitizing people about the perils of open defecation and it indeed is achieving amazing results in motivating people to give up this habit which they had been following without realizing its harmful effects and tremendous drain on money spent on treatment of typhoid, diarrhea, polio etc. The key to this motivation is the presence of an activist within the community prepared to spread the message of CLTS, as pointed out by Dr. Ali at Kediri.

In this backdrop, I see a tremendous opportunity for propagating CLTS in Pakistan especially amongst the over 90,000 communities organized by Rural Support Programmes (RSPs) comprising over ten million population in 93 districts. RSPN can play a major coordinating role.

However, CLTS is only a beginning in the long road to total sanitation as achieved by Orangi Pilot Project (OPP) which initially having tackled the problem of sewerage and sanitation addressed itself to employment, health and education problem being faced by urban slum dwellers, which are the same challenges in rural Pakistan like poverty embracing sewerage, sanitation, health and education as the priority problems.

CLTS will have to be looked at best as an stop gap arrangement leading to total sanitation otherwise every few years, CLTS would have to be revived again and again. Bangladesh has already started facing post CLTS problems of CLTS. By 2015 there is danger of MDG goals achieved now by CLTS may already have evaporated. The more lasting and sustainable solution would be linking CLTS with other holistic programmes and aiming at evolution of CLTS as an OPP type sewerage and sanitation programme inclusive of employment, health and education interventions either by implementers of CLTS or in collaboration with other development programmes.

WSP deserves highest praise for getting policy makers and administrators interested in CLTS at a considerable higher echelons of government. To have State and Provincial Secretaries of Departments along with Union and Federal level participation including a provincial elected Minister indeed augurs very well for the future of CLTS.

In a discussion amongst the members of the Pakistan group, a consensus seemed to emerge on the following plan of action to take CLTS forward:

i) CLTS has greatest chance of success in the shortest possible time with organized communities having presence of social capital in shape of honest and competent local leaders or activists;
ii) Support and commitment to CLTS by provincial governments in the Departments of Local Government, Health, Education, Social Welfare and Environment. Local Government Secretaries expressed willingness to convene meetings of the concerned departments to enlist their support and commitment; and
iii) Ministry of Environment to facilitate stakeholders support and commitment by providing necessary guidance and technical know how in collaboration with WSP.

The group invited to visit Indonesia by WSP was indeed most harmonious despite belonging to three countries and to different layers of government in each country. Their interaction with each other both in official tours and on personal levels was most cordial and productive. The WSP staff from Pakistan and India were indeed a committed group obsessed with CLTS, a sine quo non for success of a programme.

On a personal note, it was indeed a great learning experience for me. The Indonesians have a lot to teach to South Asia. I am most grateful to Farhan Sami of WSP Pakistan for affording me this great opportunity.

Note for Record

By: Shoaib Sultan Khan
November 12, 2007

Subject: **RSPs at the United Nations**

Three years ago, MNA Dr. Doonya Aziz, on return from participation in the Economic and Social Council (ECOSOC) of the UN at New York, expressed her dismay at lack of affiliation of Pakistani civil society organizations with ECOSOC. She promised to pursue NRSP's application pending with ECOSOC and a year ago, it was granted. I sent her a letter of thanks and congratulations on the achievement.

I was not aware that in the Department of Economic and Social Affairs of the UN at New York, Rashid (CEO NRSP) also had a friend in the person of Navid Hanif, who on the first available opportunity invited NRSP to participate in an event being organized by ECOSOC, in the form of a letter from the Under Secretary General for me to the Special Event of the Second Committee of the UN General Assembly on November 2, 2007 at New York.

The invitation came to me in London from where I did not return till mid October. I was most pleased when AMEX Islamabad changed the date for my interview for the visa from October 23 to 22 as I had invited Chairman WAPDA for a visit to Ghazi Brotha Development Organization on October 23 and being the Chairman of the organization, my presence was essential. Thanks to SP Ashfaq of Islamabad Police whom I had met on Trail 3 while walking, I was saved of the hardship of going to US Embassy by the Diplomatic Shuttle. I drove to the embassy in my car avoiding a two hours wastage of time. However, to my great dismay being first in the queue, with 250 persons behind, I was informed by the AMEX Officer that my visa form was nowhere in sight. AMEX had changed the date but forgot to include the form in the bundle of applications for October 22. However, the AMEX Officer was very cooperative and rang AMEX Islamabad to send my form. I asked my Secretary Rauf to rush to AMEX and bring it personally where the form was picked up by RSPN driver and brought to the embassy. Without Ashfaq's security clearance for my car, I would have had to wait longer than three hours in the queue.

After the interview which took place behind glass by telephone, I was told about the approval of visa but the printing of visa on my passport was not likely before one month. I rang Additional Secretary Zamir in PM Secretariat for help who asked Director Mansoor and Assistant Director Haseeb to do their best. I spoke to Humayun, my batchmate and ex-Foreign Secretary who requested Special Secretary Sher Afgan. The Foreign Office asked our Ambassador in Washington DC to intercede. Navid Hanif informed me about Shaukat Fareed's presence in New York and his expressed wish to meet me. Shaukat had spent a year as a PFS probationer in 1966 when I was Deputy Director in the Civil Service Academy. I Spoke to Fareed who promised to speak to Ambassador General Durrani, a good friend of his. I suddenly remembered Mark Ward ex-Director USAID now posted in Washington DC. I sent him an email that you are the only American of influence I know who can pull strings for me to get the visa. Prompt came his reply don't pin too much hope followed by en email next day that "your security checks have been completed". Zamir from PM's Secretariat sent a communication to our Ambassador also emphasizing the importance of my participation in the event for Pakistan. Director Mansoor rang me up on October 26 about the approval of the visa and sent a Foreign Office Assistant to the US Embassy to get the visa printed on my passport. As Mansoor was leaving town midday, he asked Haseeb not to leave the office till the passport was delivered to me. The Foreign Office Assistant along with Rauf sat in the embassy for four hours to get the visa printed. Without the good offices and unbelievable perseverance of my friends and well wishers, getting the visa would have been impossible. My debt of gratitude to everyone is fathomless. It is only through their help and tenacity that I made it by midnight November 1, 2007 to New York.

The Special Event on "Eradicating Poverty through Enterprise" was scheduled at 1000 hours and was held in the impressive meeting room of the Second Committee of the UN General Assembly which is an exact replica of the General Assembly with desks displaying names of each of the 194 countries who are members of the UN. The Podium seated the four speakers myself included and the Chairman from the Department of Economic and Social Affairs (DESA) Mr. Sundram and Navid Hanif representing DESA.

Around 80 country delegates were present with a number of other participants on the sidelines. I made the first presentation followed by Prof. Aneel Karnani of Michigan University, Ms Shula Ferdman of Israil and Ms Wolloughby of World Resources Institute, Washington DC.

I highlighted the importance of social mobilization for implementing holistic development with enterprise playing an integral part in poverty reduction of the poor rural households. To illustrate my point, I described the achievements of RSPs in Pakistan with special reference to AKRSP and SAPAP in South Asia. NRSP's Vocational Training Programme powerpoint presentation was followed by the Cascade approach initiated by Baadban in using COs to identify Activists who in turn identified entrepreneurs capable of fostering producers after appropriate training. I demonstrated how socially mobilized communities helped NRSP to

impart employment generating vocational and technical training to over 75,000 men and women and equipped it to train millions, if resources are made available. The Cascade approach helped SRSP in one district to train nearly 1000 entrepreneurs who in turn fostered in a short period of three years 4000 producers conceived by consultant Shahnaz Kapadia actively supported by Chairperson SRSP. Thus an investment of US$ 17 per capita increased the businesses of nearly 1000 entrepreneurs and increased livelihood of another 4000 all women in a short period of three years.

I had no idea that Prof. Karnani had come to demolish the model propounded by the World Resources Institute (WRI) who were advocating that in the face of failure of Public Sector and the Civil Societies to eradicate poverty from the world, Private Sector had the answer through a Base of Pyramid (BoP) approach model, which claimed 4 billion people of the world could be made solvent. Two of Prof. Karnani's university colleagues were behind this model besides others. The two wisely decided to miss the event but that did not deter Prof. Karnani from making frontal attack on the assumptions of the model. There was lot of substance in what he propounded. His argument that it is the responsibility of the Public Sector to provide services and supplies in terms of basic needs to the population, building communications and other infrastructure, maintaining law and order and the Private Sector would never do this especially for the poor. He ridiculed the whole idea of business sector or multinationals having primary concern for reduction of poverty through their commercial sales of fair and lovely creams for beautification or other products. The example of mobile phone marketing does not necessarily mean reduction of poverty.

Prof. Karnani also lamented the hype about micro credit. At best, in his view, it only makes a marginal difference. He made a strong case for employment generation and gave the example of China of dramatic reduction in poverty compared to India, Bangladesh or Africa. He also disagreed with the belief that everyone can be an entrepreneur; he however, conceded that entrepreneurs can foster producers. His best example was Amul of India. The sparring match between Prof. Karnani and WRI being represented by Ms Wolloughby was most unequal in the absence of Prof. Prahlad, the exponent of BoP and a colleague of Prof. Karnani at the Michigan University. Prof. Karnani attacked BoP relentlessly and it turned out to be a fight between a lion and a sheep. BoP was totally demolished.

On Chairman Sundram asking for my comments, I fully agreed with Prof. Karnani's arguments about the responsibility of the public sector and the futility of the pious hope of the Private Sector doing much for the reduction of poverty. However, I did make a plea for giving a chance to BoP but certainly not by exonerating the Public Sector of its responsibilities. The RSPs conviction is that without Public Sector taking the lead role, there is no chance of countrywide reduction of poverty. I shared my experience of micro credit and agreed that micro credit alone was not enough to reduce poverty and at best is an important component of the holistic approach.

However, I pleaded to Prof. Karnani not to write off the potential of the people at the grassroots and only advocate jobs and employment, even to the exclusion of self employment, as the only way to reduce poverty. I quoted to him the example of AKRSP and SAPAP in Andhra Pradesh and NRSP's Vocational Training Programme, even the poorest of the poor had achieved success given the support and fostering an enabling environment. Prof. Karnani need to be exposed to field realities. I would seriously urge Shandana (CEO RSPN) to invite him to visit RSPs and also SAPAP in Andhra. He seemed very perceptive and RSPs might benefit from his analytical approach to what RSPs are doing. When I mentioned the idea of a visit to Pakistan to him, he was very enthusiastic.

Ms Shula Ferdman of Israel has extensively worked at the grassroots in many countries and she was most supportive of the holistic approach and commended my grassroots experience.

In the discussion hour comments, observations and questions were asked by delegates from Togo, Pakistan, Israel, Senegal, Syria, Cambodia and some representatives of US NGOs. Some made political statements like the rights of indigenous communities etc.

The delegate from Pakistan spoke of the contribution made by persons like Akhter Hameed Khan and the commendable way in which his work has been carried on by RSPs specially focusing on the individual and how to help poor households to get out of poverty.

The delegate from Israel praised what he heard me say about the work done and asked about the sustainability of such initiatives. I informed him about the fostering of institutions of the people to substitute the initial support institutions created for the people and gave examples of local support organizations as federations of community and village organizations or the Mandal Samakhyas in Andhra as federations of self help groups and village organizations.

At the end of the session, quite a few delegates came to me and appreciated what I had presented and commented on. I was happy when the Pakistan Mission delegate Mr. Asad proposed that the Pakistan Mission would like to arrange a gathering of donor countries for me to present the RSPs as a tried and tested strategy to reduce poverty. I welcomed the idea and suggested such an event either in the week before Christmas holidays or thereafter whenever it may be convenient to the Mission. Zamir had asked me to meet Head of the Pakistan Mission at UN Mr. Munir Akram but I was so monopolized by Shaukat Fareed after the event that I forgot to get in touch with him. I rang him up to apologise. However Asad had already spoken to him and he welcomed the idea of a presentation on RSPs to donors at an appropriate time.

I have always declared that my years at the Civil Service Academy from 1965-69 made me over 200 friends who genuinely and sincerely like to see me and pamper me. Shaukat Fareed is one of the special ones amongst them. He treated me to a lunch in an exclusive restaurant just across the UN Building and amongst other things we discussed along with Navid, the need for someone in New York to represent NRSP at ECOSOC events now that NRSP had the consultative status. Since Shaukat and Navid are both involved in UN, Shaukat suggested Tariq Farooqi's name who after retirement from UNICEF was settled in New York. I know Tariq from UNICEF days and consider him an excellent choice. Shaukat promised to sound Tariq Farooqi and get back to NRSP.

I am most grateful to UN Under Secretary General Mr. Sha Zukang for extending me the invitation ("copy attached") to participate in the Special Event of the Second Committee of the General Assembly and to Ms Cheryl Stafford for all the arrangements. The help and support I got from Navid Hanif and Victoria Tangonon from DESA indeed made my visit most enjoyable. I was sorry to miss Navid's dinner because of the late arrival of United flight to New York. My special apologies to Mrs. Navid who had specially arranged the dinner at their residence.

The delegate from Cambodia requested for copies of all the presentations. He was informed by Chairman Sundram that these would all be put on the DESA.UN.ORG. website.

Note for Record

By: Shoaib Sultan Khan
October 25, 2008

Subject: **Triangular & South-South Cooperation**

The 2005 World Summit mandated Economic and Social Council (ECOSOC) to review trends in international development cooperation, as a major preparatory event for 2010 Development Cooperation Forum (DCF). In response UNESCAP, UNDP and Asia Pacific DCF organized as the first in the series of a comprehensive consultative process a high level symposium on October 21-22-, 2008 in Bangkok. Delegates from Bangladesh, Bhutan, China, Fiji, Japan, Indonesia, India, Laos, Malaysia, Mongolia, Nepal, Netherlands, Pakistan, Philippines, South Korea, Russia, Samoa, Sri Lanka and Thailand were invited besides World Bank, ASEAN, OECD, GTZ, JICA, KOICA (Korean) in addition to the sponsors. I was the sole invitee from Pakistan.

At the end of the deliberations, a Bangkok Statement was issued which at Pakistan's suggestion included a subpara saying:

"We believe that South-South Cooperation and Triangular Cooperation (SSC&TC) have an effective and important role in reducing and ultimately eliminating poverty by scaling up and replicating successful initiatives like Grameen Bank, AKRSP, SEWA, SERP and many others".

To get the above included in the Statement, I made an impassioned appeal to make poverty reduction as the centerpiece of the SSC and TC strategy in view of the goal of MDG to halve World Poverty by 2015 which was nowhere in sight. I strongly made a case for not reinventing the wheel by governments and donors by putting in resources in new poverty reduction projects instead scaling up and replicating successful programmes like SERP which in a short period of fourteen years has made a difference to the livelihood of nearly ten million poorest households with the assistance of UNDP and the World Bank, an excellent example of SSC and TC.

China very strongly supported inclusion of the paragraph seconded by Philippines with tacit approval by the World Bank and UNDP. Indonesia felt that only the example of Grameen Bank should be mentioned. However, with China's support, Indonesia's suggestion did not find favour and the paragraph was included in the final statement. The draft statement is attached which would be amended to include the additional subpara at para 7 and also other suggestions and amendments proposed by the delegates.

UN General Assembly: Commission on Sustainable Development

By: Shoaib Sultan Khan
May 13, 2009

I am most grateful to the Minister Verburg for inviting me to speak at 17th Session of the Commission on Sustainable Development.

When I look back on over 56 years of my working life in Government, United Nations , Aga Khan Foundation (AKF) and Rural Support Programmes (RSPs), *my greatest successes and satisfaction were when I succeeded in forging genuine and meaningful partnerships with communities.* Over fifty years ago my mentor Akhter Hameed Khan about whom Nobel laureate Prof. Yunus wrote:[12]

> "It is not enough to say that he was a great man. He was one of the great human beings of the past century. He was so much ahead of everybody else that he was seen more as a "misfit" than appreciated for his greatness … We have a lot to discover and a whole lot to learn from him",

Akhter Hameed Khan gave me my first lessons in forging partnerships with communities. But it is only during the last 30 years that I got the opportunity, thanks initially to UNCRD (United Nations Centre for Regional Development) and then to UNICEF and later to UNDP but mainly due to His Highness the Aga Khan to fully and exclusively devote myself interacting with the communities in Pakistan, Bangladesh, India, Maldives, Nepal and Sri Lanka. Over this period I have personally held dialogues with over 5,000 communities and this morning I intend to share this experience with you.

I still vividly remember the bitterly cold December in 1982 when I drove 600 kilometers from Islamabad to Gilgit on a borrowed jeep. This was the beginning of the Aga Khan Rural Support Programme (AKRSP) and forging of partnerships over

12. I wonder if this criterion is used as an indicator of success in poverty alleviation section of SDGs. If not why not? This is the key indicators.

the next twelve years with a million people in one of the most inhospitable and harshest terrain anywhere in the world. I brought them a simple message but time tested from the days of Raifessen in Germany and Nineteenth Century Europe followed by Japan, Taiwan, Comilla (Bangladesh) and South Korea's Samual Undong. *This was a message of partnership in Development. AKRSP was not there to listen to their demands, needs and problems and offer solutions. AKRSP offered them only a methodology, an approach and social guidance to overcome their handicaps themselves*.[13] The villagers used to look at me with disbelief. A programme bearing the name of one of the richest person in the world not willing to solve their problems and asking them to do things first. I explained *this is a partnership which entails obligations on both sides and unless the community was prepared to fulfil its obligations how can the partnership be formed?* Many were impatient and would pester me to tell them what was the limit to which the Programme would help them if they accepted the terms of partnership and *my simple response used to be your limit is our limit. Whatever the community can do or was willing to do was the programme limit*. It is interesting that while communities can easily understand this difficult but simple message, their benefactors find it hard to understand it. Perhaps at intuitive level they know "if it does not empower you it is not knowledge". I wonder what kind of knowledge our universities are disseminating. May be internship in RSPs should be given equivalence to a 3 credit course at graduate level.

I was very happy when the approach was reinforced by the first World Bank Assessment of AKRSP in 1987 saying that the first four years of AKRSP are the missed four years of most rural development projects in the world where blueprint took precedence over a process approach. AKRSP did not go to the communities with a pre-conceived package and left it to each community to identify their potential not only as community but also at household level.

I have seen people coming out of poverty with my own eyes and smiles on their faces instead of abstruse statistics.

The one million people I worked with for 12 years in Northern Areas of Pakistan through the Aga Khan Rural Support Programme reinforced my conviction of the tremendous potential and willingness in people to do many things themselves to come out of poverty. All that they needed was a support organisation to help them unleash their potential. Once organised the men and women took their destiny in their own hands. They knew what would bring them out of poverty.

They planted 50 million trees on land brought under irrigation range, generated about six megawatts of electricity through village built and managed mini-hydels acknowledged as the biggest concentration of community managed micro hydro projects anywhere in the world.

In agriculture, horticulture and livestock, the organized communities made quantum jump in introducing and later marketing apple varieties from California and cherries from France. Their apricot is picked up by a London buyer from the farm gate at Gilgit.

Their initiative in protecting wildlife in collaboration with IUCN (I am glad DG IUCN is here) and WWF has given rich dividends sharing 75% of the proceeds of trophy hunting with the Government Wildlife Department. The tourists can now watch ibex, markhor and sometimes even the snow leopard from the roadside.

Last time on my visit to Northern Areas I went to a village Ahmedabad where 22 years ago I had gone sitting in a basket pulled across the river as there was no bridge on the river. The village with 110 households was totally isolated although the Karakorum Highway passed by it. The village had no access, no road, no school, no health facility, no potable drinking water and no electricity. Today it has everything. These people would never have been touched by any growth strategy or macro planning. They needed a development strategy which involved each and every household in the development process. Unfortunately this is what our macro planners fail to comprehend. When I asked them what was the secret of their success, their spontaneous response was "we got organised". The village roads were marked with dust bins and environment was litter free.

According to second World Bank evaluation of AKRSP, in ten years the income of the people of Northern Areas had in real terms more than doubled.

In 1994, when UNDP asked me to take lessons learnt in Northern Areas of Pakistan to South Asia, India being the largest country in the region it was the greatest challenge to South Asia Poverty Alleviation Programme (SAPAP) and to me personally as a Pakistani to make a difference to the lives of women and their households there. My apprehensions were baseless. The people of Andhra Pradesh and the State Government welcomed me with open arms and treated me with unforgettable kindness, hospitality and affection and continues to do so.

In Andhra Pradesh, I was told that after 7 years almost 75% of the organised households had risen above the subsistence level. When I doubted this statement, the women insisted on taking me to their homes. I visited a number of houses which I had visited on my first visit in 1995 which had barely any amenities of life available. I was wonderstruck to find modern amenities like TV, telephone, toilets etc., in the houses. In one house, I did not see TV and I asked the lady if she had been left behind others. She asked me to visit her backyard where more than 35 goats were standing. She explained her children are young and unlike other children, do not insist on going to neighbours to see the TV. Hence she made her choice of preferring goats to TV. This reminded me of Nobel Laureate Amartya Sen's book "Development As Freedom."

13. AKRSP respected people's Agency to decide their fate instead of giving them pre designed solutions. Donors need to agree on this one goal and all other goals included in MDGs and SDGs will follow.

One of the important outcomes of mobilised communities in Andhra has been the adoption of Community Managed Sustainable Agriculture (CMSA) todate adopted by over 300,000 farmers. It has enabled the poor to break out of the exploitative relations with the money lenders, fertilizer and pesticides traders. In next 5 years, Society for Elimination of Rural Poverty (SERP) of Andhra Pradesh plans to take it to 10-12 million acres covering 50 to 60% of the cultivable area of the State. The environmental benefits of CMSA are enormous. It will convert the State into a "green State" with impact on climate change and global warming. However, the main motivation for the poor for adopting these practices is the quantum jump in their net incomes. The lesson is that however good the technology may be, without peoples involvement through their strong grassroots institutions, it will remain in the laboratories and universities. We need a people centred solution to food security and climate change.

The Andhra Government keeps on inviting me despite phasing out of UNDP SAPAP in 2003.

In July 2008, I was again invited to Andhra which had by now organized over 10 million rural women households comprising 45 million people and helped them rise above the level of subsistence by accessing in 2007-08 over US$ one billion from commercial banks for agricultural and other activities. Since 2001, the cumulative credit accessed by the organized groups reached over 4 billions of dollars.

Andhra has been able to demonstrate an approach of poverty reduction encompassing over 10 million rural poor families comprising, nearly 45 million people which has no parallel anywhere in South Asia. Andhra has found the solution to rural poverty.

Today the Rural Support Programmes Network (RSPN) in Pakistan extends to 93 out of 125 districts of Pakistan making a difference to the livelihood of nearly 13-15 million people. Pakistan is probably the only country in South Asia where successive governments have provided resources since 1992 for fostering independent and autonomous support organizations as envisaged by 1991 Poverty Commission set up by SAARC Heads of State commending Social Mobilisation to be the centerpiece for all poverty reduction strategies of South Asian governments.

A new chapter of development seems to be opening up to take the lessons learnt in Northern Areas and Chitral by AKRSP over two decades to scale. The Federal Government is very keen to mainstream social mobilization. The President of Pakistan gave his approval to the approach for countrywide replication in next 3-5 years in December 2008. At the recent Friends of Pakistan Donor meeting hosted by Japan, 3 billion dollars were pledged exclusively for poverty reduction in the next two years. If sustainable development leading to elimination of poverty has to be ushered in, governments of the third world will have to take a lead role in fostering a framework of grassroots institutions of the people through social mobilisation.

Note for Record

By: Shoaib Sultan Khan
October 21, 2009

Subject: International Conference on Community-Driven Development (CDD) at Beijing

While in London, I received an email from General Manager, Aga Khan Foundation (AKF) Tom Kessinger if I would be available to participate in the International Conference on CDD at Beijing from October 15 to 19 including a field visit, being organized by the Government of China (GoC) in collaboration with the World Bank, Asian Development Bank (ADB) and Canadian International Development Agency (CID). My predicament was that at Tom's behest, the Institute of Ismaili Studies (IIS) located in London had already taken my consent to make a presentation to their graduates at Dhaka on October 16. To make matters still more complicated, the Oxford University Press (OUP) had arranged for my Book Launch at Islamabad on October 14 where Mr. Shaukat Tareen and Mr. Sartaj Aziz had accepted to be the Chief Guest and Guest of Honour respectively and Ghazi Salahuddin of the NEWS and Dr. Amjad Saqib had consented to review the book. I toyed with the idea of going to Dhaka on October 15, making the presentation the following day and the next day flying off from Dhaka to Beijing, to be in time for opening session of the Conference on October 18 in which I had to give a keynote speech. I had decided to miss the field visit which GoC had organized much to my regret. However, when I was told that the flight connections from Dhaka to Beijing on October 17 would involve 16 hours duration, I asked Tom to decide where he would like me to go. He opted for CDD and asked me to put all the blame on him when conveying my regrets to IIS.

The direct flight to Beijing by PIA from Islamabad was a blessing and a warm welcome at the airport by officials of the State Council's Leading Group on Poverty Alleviation and Development (LGOP) was most comforting after a night flight in economy class, as the World Bank rules in the wake of global recession forbid business class luxury.

It being Friday, I had agreed to CIDA Development Counsellor Tarik Khan's invitation to make a presentation at the Canadian Embassy for a select gathering prior to the Conference despite my night flight. It was Tarik Khan who was in contact with Tom regarding my participation in the Conference. Prior to the presentation, I was happy to call on the Canadian Ambassador His Excellency Mr. David Mulroney and to renew my contacts with CIDA which had been in a limbo since my departure in 1994 from Aga Khan Rural Support Programme (AKRSP). CIDA was not only the first donor to support AKRSP it had also supported my work in Sri Lanka. Thus I had an over 30 years association with CIDA including many officials who were extremely sympathetic and supportive of the development approach I was pursuing. Even Catley-Carlson who became President of CIDA knew me when she was in UNICEF and later on as member of the steering committee of the Global Water Partnership (GWP) I again came in contact with her when she took over as Chairperson of the GWP. The Ambassador was most supportive of CDD and in his inaugural speech at the Conference, the next day he specially mentioned the contribution of AKRSP to the development of the concept of CDD.

The presentation at the Embassy was well attended despite the eve of weekend and I had an invigorating session with the participants belonging to different agencies besides CIDA professionals.

As Saturday was free, I took a guided tour which took me to Ming Tombs and the Great Wall. I wanted to make an emotional visit to the Great Wall where my daughter Falaknaz had gone over twenty one years ago and I had a photograph of her sitting in the arch window of one of the towers of the Great Wall. She is no more in this world. This was my first visit to Beijing. It is a shimmering brand new city dotted with high rise block of all kinds of shapes and designs. The only eyesore I saw was a tower block which had been destroyed by fire. Next to it another more spectacular tower had risen like sphinx from fire. The transformation in China is incredible not only in city planning but also in the dress code and mannerisms of the people. The urban areas are completely westernized in dress code but the politeness of the people has not been affected at all. Though language is the biggest barrier for foreigners. Even in the hotel for foreigners only a few of the staff spoke English. The Ming Tombs over six hundred years old were impressive and the great thing was that the government and the people of China are extremely proud of their heritage. They have preserved and made these monuments highly attractive to the tourists. It was the Great Wall which took me by complete surprise. It seemed the whole of China had descended on the Great Wall. The miles and miles of line of cars and coaches on the road and the crowd on the Wall seemed as if we were walking through Anarkali Bazar or Oxford Street. The local tourism in China is highly developed.

The International Conference on CDD had 60 foreign delegates from all corners of the world and nearly 100 local participants. As many as 25 presentations were made on the experience of CDD throughout the world. The documentation which contained these presentations with a Chinese translation is perhaps the best compendium of the world experience of Social Mobilisation. It

is all on website www.cdd.org.cn However, I could not resist picking up a few hard copies of this compendium. All the speakers respected the time limit and the whole programme was organized most smoothly. The logistics, hotel accommodation, the food, everything was superb. The Chinese are just amazing in organization and management. There were very polite and courteous girls who guided the participants from the lifts to the Conference Hall. You had to ask for nothing, everything was taken care of. You hardly felt inconvenienced due to lack of understanding of the language.

There was such a rich array of experiences of CDD described that the Conference was like an intellectual feast. There was excellent blend of academics, experts, administrators and practitioners. I was happy at the response my presentation got. Many participants including from the World Bank and ADB appreciated the presentation. I was pleased Tom say that he had heard me many times but I always come up with some new dimensions keeping the occasion in view. The delegate from Ghana wanted me to come to his country to make a similar presentation to the politicians and policymakers. *The delegate from Ethiopia spoke in similar terms. The delegate from Morocco called me "Ustad Shoaib"*[14] and I was reminded of Ustad Khalil of Tajikistan. Tarik had asked me to bring a few copies of my book. These went like hot cakes. Everyone wanted to pay as I had announced that Tarik had agreed to be my agent for the book in China. I had to promise quite a few to send them the books. Tarik had already bought one by ordering it. Due to floods in Andhra Pradesh, Rajsekhara (Vijay's deputy) could not come to present his paper on SERP. Tarik asked me to present it which I did but after clarification that I did not offer to come to the podium and speak again, it was a deal which Tarik did with me if I stand in place of Rajsekhara, he would agree to be my agent for the book. I was happy that I did not let down Tarik and Tom, both of whom were responsible for my participation in the Conference.

I came away from the Conference with a tremendous feeling of elation and confidence. In this Conference literally the whole world was represented who are engaged in poverty reduction programmes and there was complete unanimity on the critical role social mobilisation, which we have been advocating for the last twenty five years through AKRSP, SERP and RSPs, plays in poverty reduction.

On arrival at Islamabad, I found an email awaiting me from Dr. Hans P. Binswanger, a World Bank Lead Specialist on Poverty Reduction with 35 years experience in Brazil, Mexico and Latin America saying:

> "It was a delight to get to know you during the Conference in China, I thought I knew a lot about CDD, but you still taught a number of lessons, especially on mobilisation. Thank you for giving me your book that will complete my lessons"

I was greatly touched by Hans' words which are a true reflection of his greatness, not so much my expertise.

14. Why not? Very appropriate and nice title.

Note for Record
May 26 – June 4, 2010

By: Shoaib Sultan Khan
June 14, 2010

Subject: **American Odyssey**

My participation in the Micro Insurance Summit 2010 at Miami on May 26-27 proved to be a unique learning experiences for me. The inaugural presentation by ICICI Lombard General Insurance Company of India emphasized that a holistic coverage by insurance not restricted only to life, health, accidents etc., should be the underlying philosophy of Micro Insurance (MI).

In the discussion the panelists from World Bank, Brazil and Venezuela spoke about the role of the regulator and the government in the development of the micro insurance sector. There was need for long term planning of the social protection philosophy embracing micro insurance. The true success of the micro insurance initiative is achieved when the programme does not have to reach people instead they are themselves attracted as has been the case with mobile phones.

In the session about the innovative distribution practices with low cost and high outreach, the presentation by Dr. Rashid Bajwa (RB) through collaboration with the Adamjee Insurance Company of Pakistan was listened with great interest and greatly lauded. The Oxfam and Venezuela delegates had long discussions with RB about the modalities of approach adopted by Adamjee Insurance through Rural Support Programmes (RSPs) and RSP Network. None of the countries doing micro health insurance had a premium of US$ 10 per year covering all family members. Their premium ranged between $ 4 to 11 per month per capita.

In the sessions covering MI business opportunities, the future of MI, Development of Private Sector MI, Micro, Mini and Midi, Linking Microfinance and MI and Success Stories from Asia and the Pacific Region, Ecuador, Brazil and Venezuela had some most innovative and interesting stories to tell. There was consensus that the economies of scale can only be achieved by insurance companies and programmes by collaboration and networking with others. Examples were given how MI was piggybacked on retailers, electricity bills, mobile phones etc. Brazil was an outstanding example where MI has exploited most successfully every available channel to attract the clients.

There was an interesting presentation by the Director Operations of the Micro Insurance Academy (MIA) where Aga Khan Development Network (AKDN) has also sponsored the Micro Insurance Network.

I was scheduled to chair a Roundtable Session and on my request Mr. Brandon Mathews of the Zurich Financial, who was Chairman of all plenary sessions of the day, showed the video speech I had given at the United Nations to all the delegates. Before the showing, I apologized that I was not going to talk on MI because they have had a surfeit of it by now. I desired to talk to them about poverty reduction and how MI can play an important role. Besides I told them that for this digression they have to blame Adamjee Insurance Company of Pakistan at whose behest I came to the Summit and it is they who downloaded my speech from UN website and gave it to me.

The speech had a most warm reception from all the delegates especially from Mr. Mathews who engaged me in a most animated dialogue with the delegates in the Roundtable discussion. The delegate from Venezuela came to me at the end of the session and asked me if I would come to his country, if invited. I was most pleased.

On the third day Mr. David Piesse, Chairman of Asia Pacific Operations, UNIRISX, one of the sponsors of the Summit, invited me to his workshop on Practical Primer on Implementing a Micro Insurance Technology Solution. He gave a most impressive demonstration by linking the workshop with his headquarters through video link who supplemented Mr. Piesse's presentation with all the details needed. He is planning to come to Pakistan as they are already present in a big way in India. I feel Adamjee Insurance and RSPs would find the Practical Primer of immense interest.

Brandon Mathews of Zurich Financial expressed a special interest in RSP approach of social mobilisation. He told me that Zurich Financial has links with Admajee Insurance. Mr. David Satterthwaite of Oxfam even sent me an email greatly appreciating what RSPN is doing and hoping for collaboration in the future.

I am most grateful to Elsa Costa, the Conference Director and her colleagues for excellent logistic arrangements for the Summit and our boarding and lodging.

RB taking advantage of our visit to the States had asked NRSP representative at the ECOSOC Ambassador Rafat Mahdi to arrange meetings for me in Washington DC and New York with organisations and people who would be relevant and interested in furthering the cause of poverty reduction in Pakistan. Rafat through his own contacts and good offices at the Pakistan Embassy in DC arranged my meetings with the Ambassador of Pakistan, Executive Director World Bank, Director Afghanistan and Pakistan Task Force at USAID, Chairperson American-Pakistan Foundation and Deputy Regional Director UNDP. In addition Rafat,

in fact his adorable wife Anis, gave a luncheon at his residence inviting Under Secretary General Iqbal Riza, Navid Hanif of ECOSOC, Aslam Chaudhry of UN Sustainable Commission, Pakistan's Ambassador in Brazil Alamgir Babar and Mahmood from UNDP who is going to coordinate the World Bank Fund for Development of FATA.

RB had arranged for half a day programme of my visit to American Institutes for Research (AIR) where first I met the Management Group headed by the Vice Chairperson of AIR followed by a presentation on RSPN to the staff of AIR and finally a luncheon meeting with the President and CEO of AIR.

We were received at the AIR by Prof. Hamid Qizilbash, who had visited AKRSP in mid eighties. I had no idea that AIR is a most reputable, well established educational and developmental research institution. I was even more surprised and pleased to meet the Management Group especially the Vice President Janet Robb. The intellectual humility and the interest they evinced in the social mobilisation approach not only put me completely at ease, it overwhelmed me with their courtesy and kindness.

I had a most meaningful interaction with the staff. The President is a remarkable person who during his term had taken AIR to a new pinnacle. In financial terms alone from a thirty million dollars organization, the current AIR budget is over three hundred million dollars. I found AIR a development organization in every aspect. I was very happy to hear from the AIR professional, who had visited RSPN, praising Shandana and satisfaction with RSPN in its dealings with AIR.

Ambassador Hussain Haqqqani received us warmly and profusely praised the work RSPs are doing. Twice our conversation was interrupted by phone calls from the Presidency. The Ambassador specifically asked Head of Chancery Zahid Hafeez to arrange our meeting with Mr. Paul at the State Department. Zahid did his best but unfortunately the person whom the Ambassador wanted me to meet was not available and I was due to leave for New York the other day. However, Hafeez had very kindly arranged our meeting with Director, Task Force for Pakistan and Afghanistan Mr. James Bever.

The meeting with Mr. Bever was most productive and he seemed enthusiastic about RSP approach and encouraged us to submit proposals independent of RFAs being floated by USAID. Rashid and I thought that a repackaged Union Plan may be a good idea to submit to Mr. Bever. He promised to speak to Bob Wilson also. I presented him my book which he greatly appreciated.

The two other contacts we made at the Pakistan Embassy were Minister Moazzam Khan and Minister Leena, a husband and wife team, who were Rashid's batchmates at the Academy. Leena was most profuse in applauding the work I was doing. Her husband was looking after political side and directly dealing with Kerry Lugar Bill. Both of them joined us at dinner with Steve Rasmussen. Steve chose the Fishermen and Farmers Restaurant on the harbour where the fish served caught fresh from The Potomac was the most delicious I had ever eaten. We had a most enjoyable working dinner and Minister Moazzam promised to encourage Congressmen visiting Pakistan to see RSPs work.

I was happy to renew my contact with Pakistan's Executive Director at the World Bank Javed Talat. As the key position for decision making in the Bank rests with the Vice Presidents, Javed promised to use his good offices with the Vice President of South Asian Region to further the cause of poverty reduction through RSPs.

In New York Dr. Nafis Sadik, Chairperson, American Pakistan Foundation launched by Hillary Clinton along with Colin Powell and some ex-ambassadors to Pakistan, hosted a lunch for us. The Vice Chairman of the Foundation also joined us at lunch. Both of them evinced keen interest in collaboration with RSPs through RSPN. Dr. Sadik conveyed her best wishes to Chairperson SRSP Munawar and CEO RSPN Shandana with whom she is very well acquainted. I came away with the impression that the Foundation can be an excellent gateway for RSPs and RSPN to get introduced at the highest level of American Establishment and a conduit for flow of development funds.

The meeting with UNDP Deputy Assistant Administrator Ms Ligia Elizondo and Chief of South and West Asia Division Ms Fadzai Gwaradzimba at the UNDP headquarters was nostalgic where in the last decade of the 20th century, I was a frequent visitor and from where the South Asia Poverty Alleviation Programme (SAPAP) was launched through the good offices of Acting Assistant Administrator Ms Elena Martinez and Chief South Asia & West Asia Division Dr. Henning Karcher. I recapitulated to Ligia and Fadzai the achievements of SAPAP and how UNDP walked away enabling others to take all the credit which in India is acclaimed as the largest and most successful poverty alleviation and women empowerment programme covering 12 million households (Google: 593 vijaymahajan – India-seminar.com). I earnestly advocated a review by UNDP of development initiatives the world over to track which of the initiatives were taken to scale, building on UNDP projects and programmes, in terms of impact on MDGs. Both Ligia and Fadzai discussed the issue with great interest. We also apprised them of collaboration between RSPs and UNDP Country Office.

Two other events which were of immense personal pleasure to me were a lunch hosted by Prof. Akbar Ahmed and an evening spent with Iqbal Riza in New York.

Akbar was a CSP probationer at the Civil Service Academy in 1966 where I was the Deputy Director. It has given me great pleasure and pride to see Akbar's progress. He has acquired an international reputation and perhaps made the most significant contribution in presenting the moderate face of Islam. He has turned out to be prolific writer acclaimed the world over. We were delighted to meet the family. Zeenat, whom I have known for years, was as hospitable as ever. It was real joy meeting their sons Babar and Umar.

Iqbal Riza and I served as Deputy Directors at the Civil Service Academy. Iqbal resigned from the Foreign Service and joined UN reaching its highest pinnacle where any Pakistani has reached. Iqbal introduced me to real New York including taking me to Westside Story at the Broadway, which by the time it finished, had most of the restaurants closed, forcing us to be content with a tuna sandwich, which I greatly enjoyed. However, the most touching for me was Iqbal's review of the first chapter of my book which I reproduce below (with apologies to Iqbal):

Salaam, Shoaib,

it was a pleasure to have some relaxed time with you. apologies for the last act over tuna.

many thanks for your book - and for the generous inscription. have leafed thru some chapters - your days in Japan and the letters from Sri Lanka. i did not know you also wrote diaries. the book is in the tradition of the old ICS, and i shall read it after finishing the two which take my attention now.

but i immediately read the autobiographical note. some similarities in our early years are striking. public service families. loss of mother as infants, yet idyllic childhoods in large houses in hill stations. missionary schools - yours American (with the great advantage of Dr. Ewing), mine British. you and my sisters (in boarding) at Lucknow. even the Dufferin - your brother joins it - i apply then decide not to join. both mohajirs, in college in Pakistan (were you at Peshawar U after Lucknow? i went to GC Lahore). then both in public service via the CSS.

there our somewhat parallel paths start to diverge. you join the CSP and eventually go to NWFP, which had been my ambition. (my marks were high enough for the CSP, but the FPSC - or could it have been the Estt Div? - insisted that either i accept the PFS or take the CSS again the next year, again give CSP as my preference, and try my luck). then a brief convergence later on in the CSA (where i have the good fortune to find you and Tariq as colleagues and friends). *and then again in the 70s, both as subjects of inquiries by Bhutto (along with Tariq).*[15]

the real divergence appears when you become involved in solid contributions to the country at ground level, above all when you take charge of AKRSP, while i swam around embassies with little to show. eventually (courtesy of Bhutto's 1977 performance) i end up in the UN, where you also appear (in Japan) at about the same time. in the UN also, my record is nowhere near yours in terms of achievement, although i suppose i did make some difference in Nicaragua and El Salvador (no marked success in Bosnia) - the last places in which i had imagined myself ending up.

as one ages one reminisces more and more about younger days, hence this rambling. but are there not similarities?

with warmest regards - iqbal

Rashid was a wonderful company on the Odyssey, making me comfortable in all possible ways including providing intellectual backup in discussions.

London Diary

By: Shoaib Sultan Khan

October 29, 2010

Usually my summer vacation in London used to be uneventful. This time it was different in many ways. My youngest daughter Shelley and her husband Tim gave us a memorable present on our diamond wedding anniversary. They treated us to a week in one of the most enchanting country house in Oxfordshire. It belonged to the grandson of British Prime Minister McMillan – Old Rectory in Westwell converted into a modern country house complete with swimming pool, tennis court and accommodation for the entire family and guests which included four generations of Shoaibs, Shelleys parents-in-law, Tim's brothers' parents-in-law, my first cousin Azad, his wife Lubna (who came from Washington DC) and Shelley's headmistress Mrs. Elizabeth Cooper, her husband David.

Following the Anniversary Celebrations, Steve Jones invited me to the London School of Economics where DFID was hosting an international conference including a session on Pakistan which was attended by Deputy Chairman, Planning Commission, Chairman P&D Punjab and many other government officials from Pakistan, academics including Dr. Ijaz Nabi and Dr. Naveed besides a large number of students and people from Britain interested in Pakistan. Dr. Tariq Siddiqi's son Bilal who had come from Oxford, also introduced himself to me. I didn't recognize him. Secretary General of the PML (N) Dr. Ahsan Iqbal was also there. The session was chaired by Dr. Ijaz Nabi but was being moderated by one who had spent time with AKRSP and was now teaching at Harvard. He made it a point to acknowledge my presence and made me address the session in impromptu.

15. Someone must study in depth these inquiries, and try to analyze how arbitrary use of power by a popular civilian leader disguised dictatorial practices as democratic politics and weakened democratic values.

I thanked Steve for giving me the opportunity to meet so many of my countrymen and friends. A few days later I was distressed to get a call from Steve from the Pakistan High Commission that his visa was held up and he had to lead a 350 million Euro Mission of EU to Pakistan. I was glad that a phone call to the Deputy High Commissioner Asif Durrani enabled Steve to take his flight that evening to Islamabad.

On Shandana's introduction, Carey Schofield invited me to the Cricket Match, she was organizing in aid of flood victims through RSPN. Before the match, I was asked to say a few words about RSPN and what it is doing for the flood victims. The match was played at Chelsea ground with the military band in attendance. Major Langland's old regiment made the army team and PJ Mir led Major Langland's team which also included Dr. Nasim Ashraf whom President Musharraf also came to see. The match was won by the army but the auction raised funds both for Chitral School and RSPN. It was a very well organized and attended event and RSPN got full publicity.

Come September and I participated in the Fourth International Microinsurance Conference being held in London. Rashid and Sono also came from Pakistan besides the prime mover of our participation in the Conference Captain Mahmood Sultan who gave a most moving and brilliant presentation on what was being done in the field of micro insurance in Pakistan and what was its potential in the wake of the horrendous floods in Pakistan. I followed Mahmood underscoring the importance of fostering a framework of grassroots institutions through the process of social mobilization and how it enables all service providers both public and commercial to reach the masses and Adamjee's experience was a demonstration. No wonder that instead of micro insurance, it is now being dubbed as mass insurance. The Pakistan group created such an impression that the Chairman of the Conference specially asked Rashid to make a brief presentation, even before formal presentation of the Pakistan case by Mahmood. This set the scene very well and the next day every delegate seemed to have been greatly impressed with what was happening in Pakistan, especially in terms of scale. Even the Re Insurer from Switzerland expressed keen interest after Mahmood's plea for their support to the idea of providing insurance against national disasters.

On the footsteps of the Microinsurance Conference came the launch of my book organized by Asia House. It was a full house despite a GBP: 10 entry fee. I met friends whom I had not seen for ages like David Page of BBC, Eammon Taylor of DFID, David Lockwood of UNDP, Victoria Schofield and above all Sir Nicholas Barrington. After my speech, Sir Nicholas Barrington moderated the Q&A and had to apply the guillotine when it went much beyond the allotted time.

Some days later, a few young Pakistani professionals and students organized a charity dinner in aid of the flood victims. One of the sponsors requested me to speak at the Charity dinner. The dinner was held at the Pakistan High Commission. I was most impressed how a handful of youngsters had organized an excellent event which raised about GBP: 10,000 for the flood victims donated to an organization in Karachi to provide clean drinking water to flood affectees. The young professionals also put up a music show and the lead guitarist, a banker, was the grandson of my good friend and colleague Mr. Fazlur Rahman Khan, who was also present with his daughter.

A phone call from the Vice Chairman, American Pakistan Foundation Mr. Wahid asking me if I would be willing to be a member of the Foundation's proposed Advisory Council, resulted in his introducing me to the sponsors of British Pakistan Foundation being launched on the lines of American Pakistan Foundation. Mr. Kashif Zafar of Barclays Capital invited me to dinner to discuss collaboration between RSPN and the proposed Foundation. After dinner, he asked me for two proposals from RSPN to help flood victims in the fields of health and education in the range of GBP: 100,000 each. He wanted these proposals before the launch of the Foundation on November 16, 2010. I was happy that on my request to Shandana, RSPN sent the proposals within three days.

During my last visit to London, Moazzam Malik of DFID had come to my house and taken me out for dinner. On my invitation he agreed to take him out for dinner in his area to a good Punjabi restaurant near his house. The evening we agreed to meet when I went to his house, he informed me that the restaurant in question, remains closed on Mondays which he was not aware, so Mrs. Malik very kindly gave us dinner at the house. I met Moazzam's lovely daughters and son, who is doing A level and is desirous of doing a short internship before taking a year off after his 'A' level. I encouraged him to come to Pakistan as he was interested in the mountains. I had a most relaxed and indepth conversation with Moazzam on development issues facing Pakistan. Moazzam told me that he, BPF representatives and Kashif Zafar were talking very highly of RSPN, whom he had met a day earlier.

The launch of British Pakistan Foundation (BPF) was a gala affair with nearly 2000 guests at the Park Lane Hilton each paying GBP: 250. The Guests of Honour were Foreign Secretary William Haig and Foreign Minister Shah Mahmood Qureshi. I was Kashif's guest and on the dinner table was flanked by Lyse Doucet of BBC and Director of Prince Charles' Asian Charity. Lyse had visited me in Gilgit in 1992 when she had accompanied Prime Minister Nawaz Sharif. I mentioned to Lyse that it was the first time in my ten years stay in Gilgit that I found trucks after trucks loaded with timber going down country on the KKH. She immediately went and spoke to PM who issued an order on the spot banning cutting of trees and ordered the local administration to enforce it. Lyse kept on introducing me to everyone at the dinner as a "national treasure of Pakistan". Two days later I received a call from BBC TV that Lyse wanted to interview me on her BBC World Programme The Hub and did so.

Director, Prince's Asian Charity sent me an email asking if I could visit his office in St. James Palace before leaving for Pakistan. In 1992, Guy Salter, Prince's Assistant Private Secretary, after his visit to AKRSP, had arranged my meeting with Prince Charles at St. James. On October 20 I met him at the Palace and he expressed keen interest in collaboration between The Prince's Charity and RSPN to achieve Prince's desire of going to scale. He promised to send his Programme Officer Ms Rabia Nusrat to Pakistan soon.

Before going to St. James, I had lunch with David Page at the Royal Overseas League Club. David is helping UKAID in their programme in Afghanistan. He was interested in getting some of his staff trained and I offered him NIRM facilities for the purpose.

I had never been so busy in London as this time but I was happy that I have made some very good contacts for dissemination of social mobilization methodology and strategy.

Note for Record
April 9-16, 2010

By: Shoaib Sultan Khan

Subject: **Book Launch in Ottawa and Volcanic Ash**

AKF General Manager, Tom Kessinger's e-mail inviting me to visit Canada for my book launch at Ottawa to be arranged by Aga Khan Foundation Canada (AKFC) turned out to be one of the most stimulating and satisfying week for me both intellectually and physically. CEO AKFC Khalil Shariff's hospitality was simply overwhelming.

Prior to the book launch I had a most invigorating session with the entire staff of AKFC recalling the origin, the progress and the current status of AKRSP and its replication. I was most impressed by the interest evinced by the staff. Director Programmes Abid Mallick and Programme Officer Erin Markel had made copious notes on each aspect of the programme and analyzed these in depth. Director Public Affairs Laurie had made the Ring of Chairs, representing AKRSP Dialogues, as the centre piece of the recently concluded travelling exhibition on AKFC work which travelled around the country over the last two months. The Ring of Chairs represented the diagnostic survey of AKRSP with a photographic projection of one of the dialogues between AKRSP and the villagers. I was greatly touched to see how AKFC has kept its interest alive in AKRSP since 1983 when CEO AKFC Nazir Ladhani brought the first CIDA mission to Gilgit led by John Martin.

My interaction with AKFC staff on the proposal for Enhancing Employability and Leadership for Youth (EELY) in Gilgit Baltistan Chitral was most gratifying for me. It was an excellently written project proposal and focused on a most crying need of the area.

On the implementation of EELY, I emphasized the importance of emerging Local Support Organization (LSO) network as institutions of the people as compared to AKRSP which is an institution for the people. LSOs have demonstrated how dynamic and effective vehicle they are for implementing grassroots programmes in terms of equitable development. My advice would be to use LSOs for mobilising youth both men and women which would be essential to forge a partnership between EELY and the youth on the pattern of AKRSP experience with the households both men and women. The youth would have to be given an identity of their own and if LSOs are involved in fostering the youth organizations, there is little prospect of conflict between LSOs and the youth organizations. In fact this approach would instill an spirit of ownership in LSOs of Youth Organizations, which would be immensely beneficial to both.

There being 126 Union Councils in Gilgit Baltistan Chitral (GBC) with a potential for an equal number of LSOs, EELY would be on a solid foundation if it nurtures the LSOs which would require no more than a one time investment of about three million Canadian dollars upfront. If EELY does not take this path, it would have missed a great opportunity not only ensuring successful implementation of EELY, it would also miss the opportunity of helping AKRSP achieving sustainability and self reliance by making institutions of the people VOs/WOs and LSOs financially viable.

The Book launch at the recently completed building of the Delegation of the Ismaili Imamat, which houses AKFC also, was one of the most beautiful settings for the event I would have wished for. The building conceived by His Highness and translated into design by the Japanese architect Maki, truly demonstrated Maki's reputation as "Master of Light." One may be in the building but the feeling is of being outdoors bathed by natural light. *The contrast is sharp as the Delegation building is sandwiched between two fortress type middle eastern embassies.* At night from across Ottawa river, the Delegation Building Atrium appears throwing sparkles of light with an immense glow.[16]

A large number of people turned up for the Book Launch comprising general audience, AKFC, CIDA, DFAIT colleagues including a Senator, the Pakistan High Commissioner and Afghanistan-Pakistan team members. I was happy to see Hakim Feerasta with Nilufer and Zahir Meghji who had long association with AKRSP, at the launch too.

The launch consisted of a conversation between Khalil and myself. I was amazed at Khalil's picking up the most pertinent and interesting questions from the book relating to corporate culture (ring of chairs and dialogues), conceptual package, impact of productive physical infrastructure, challenges of early years, women's programmes, equitable development, birth and evolution of AKRSP, *why first four years of AKRSP were described by the world bank as the missed four year of other rural development programmes,*[17] replication of AKRSP and Andhra example, the attainment of the twin objectives of doubling income in ten years and developing a replicable model as envisaged by the founding fathers of AKRSP etc. Role of donors especially of CIDA. The conversation was most stimulating and challenging to me which was preceded by an eloquent introduction by Laurie followed by some questions and comments from the audience. It was a most elegant function and from the core of my heart, I feel grateful to Khalil and his colleagues who left no stone unturned to make the launch such a grand success.

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16. An interesting and subtle expression of fear and hope in the language of architecture. Expression of two worlds without using words.
17. World still needs to engage with the AKRSP model after all these years.

The following morning of the book launch I had the pleasure of participating in the Roundtable working breakfast attended by nearly 25 participants representing CIDA, NORAD, USAID, Department of Foreign Affairs and International Trade (DFAIT), AKFC, Canadian NGOs, and others. Tony Breur an ex- CIDA professional acted as the moderator. I made a presentation on poverty reduction through social mobilisation with special reference to AKRSP. Khalil in his most articulate and inimitable style added the dimension of development and stability nexus in fragile context and the lessons learned from AKRSP where Gigit Baltistan Chitral are like an island of peace and security in a sea of turmoil and turbulence. What are the potential and limits of community driven development in fostering prosperity and stability and how can development and democratic governance structures be protected, strengthened and scaled up to achieve good governance and accountability of local governments to citizens.

An animated discussion followed ably moderated by Tony. NORAD was interested in the relevance of the social mobilisation approach to the Afghan situation especially to women. CIDA spoke of stability in a volatile environment. Another view was expressed relating to the distortions and politics of power in the hands of traditional leaders and NGOs own structure, importance of gender equality. A case was made for result based management approach. How does one train a generation of young professionals committed to social mobilization amongst donors to support grassroots foundations. The issue of MDGs was also raised and the prospects of achieving the goals by 2015. An observation was also made about the devolved government in Gilgit Baltistan. Tony referred to the pressure at global level relating to MDGs and Hakim juxtaposed intellectual arrogance of professionals paling into insignificance against the tremendous potential of rural poor men and women to help themselves to better their situation.

I attempted to address the issues raised in the backdrop of my past three decades experience of working with communities in South Asia comprising over 13 million households with a population of nearly 70 million. The empirical evidence demonstrates that with the backing of a support organization empowering men and women by organizing them in their own institutions alongwith capacity building of their genuine leaders many of the obstacles brought out in the discussion can be overcome be it gender equality, local leadership, peace and security, attainment of the goals of MDGs. *Of course governments have to take a lead role like the example of Andhra Pradesh where the state government accepted the inadequacy of government departments to undertake social mobilization and set up an AKRSP type organization called the Society for Elimination of Rural Poverty (SERP) and the World Bank offered to help.*[18]

The training of young professionals from amongst donors would require exposure of willing professionals to the social mobilization approach. The World Bank does it through its village immersion programme (VIP) after the visit of their Vice President to AKRSP and RSPs in Pakistan and SERP in India. The meeting at the DFAIT with the Director General and her team, which is involved in Kandahar region of Afghanistan, brought up the issue of National Solidarity Programme (NSP) and its implementation and how the social mobilization approach followed by AKRSP is different. I pointed out the difference between representative participation through committees as being followed by NSP and community participation as practiced by AKRSP through a process of social mobilization. On their query as to what should be the strategy until there is a conducive environment to foster AKRSP type social mobilization. I commended an organic pragmatic sociological approach with the clear understanding that until and unless institutions of the people are fostered, the objectives of the project or programme of poverty reduction and peace and security would not be achieved. DFAIT expressed keen interest in the social mobilisation as implemented by AKRSP and replicated in Andhra. Abid told me in the evening that a request was received from DFAIT if it would be possible for me to come for another meeting but I was due to leave for Toronto the next day.

The High Commissioner for Pakistan in Canada, Akbar Zeb very kindly hosted a lunch for me. Khalil's hospitality was overwhelming and the arrangements made for my visit were par excellence.

I was most impressed by AKFC. The dynamism, vision, leadership and intellectual rigour of Khalil was of the highest order and the team he has assembled around him are the best I have ever seen anywhere in AKF. It was an intellectual feast for me interacting with them. I am personally grateful to Abid, Erin, Laurie, Rishma, Emily, and all others for making it a memorable visit for me.

It was all too good to last and the volcanic ash stranded me at Toronto with cancellation of my Air India flight to London, for three nights forcing me to escape to Washington D.C. hoping to catch a British Airways flight to Heathrow. However, I immensely enjoyed the interaction with the Jamaat at Toronto and the breakfast meeting at the Bank of Montreal. On hearing about my flight's cancellation, Hakim and Nelofur very kindly took me to Niagra Falls which was most enjoyable. The next day Abdul Meru and Yasmeen from the Jamaat, who had attended my presentation on AKRSP drove me around Toronto showing an exquisitely built marble and Burma teak temple, Badlands 305 million years old, and a trout and forest park. Rishma who had accompanied me from Ottawa did not leave until she made all the arrangements for my hotel accommodation in case I was stranded at Toronto for a long time. Emily was most prompt in ensuring that I was not inconvenienced in any way and Abid did not mind my umpteen calls for SOS. Laurie gave me a very good exchange rate for US$ when I wished to change some Canadian dollars.

18. Governments can perform miracles if government leaders have humility. Andhra Pradesh thy name is humility.

NOTE FOR THE RECORD

By: Shoaib Sultan Khan
November 8, 2010

Subject: **Human Development Forum Agadir, Morocco**
November 1-3, 2010

A rather endearing invitation from Soulaiman El Hajam, who I had met at the CDD Conference at Beijing last year, saying your "dazzling presentation" at Beijing prompts me to invite you at the Human Development Forum being organized by the Ministry of Interior of the Kingdom of Morocco under the patronage of His Majesty King Mohammad VI.

My presentation may not have been dazzling but the Forum indeed was with over 1800 delegates and participation of the Government of Morocco at the highest level with Ministers attending all the sessions, especially Minister of Interior and Minister of Finance being in the forefront. The commitment of the government to the National Initiative for Human Development (NIHD) launched by the King in 2005, was quite apparent. The Forum was organized to formulate the next phase of NIHD at a projected allocation of US$ 3.6 billion, after completion of first five years.

The profile of the Forum could be judged by the participants of the first plenary session presided by Governor State Bank of Morocco with speeches by Director General IMF, Finance Minister of Morocco, Vice President of World Bank (Dr. Shamshad Akhter) and President, Islamic Bank.

The DG IMF (Dominique StrausKahn) lamented loss of 30 million jobs during the global financial crisis and the challenge of meeting 400 million jobs in the future. In his view, employment of the youth was at the core of world stability and solidarity of nations. He questioned how G20 could plan for 167 countries that were not there. His mantra was employment first, employment second and employment third. He openly admitted the follies of structural adjustment and assured IMF's policy of responding to the country specific situations.

The President of Islamic Bank (Sheikh Ahmed Mohammad Ali) advocated financing by banks of endowments (auqaf), public goods, micro insurance etc.

Dr. Shamshad Akhtar was eloquent in advocating microfinance and mentioned the Pakistan experience through social mobilization. She has been overseeing the progress of NIHD in Morocco from the World Bank angle and made many useful suggestions for incorporation in the next phase. In fact at the end of the Plenary Prof. Patrick Paul Walsh of Ireland, who was sitting next to me, observed that Dr. Shamshad's speech was the best of the session. Prof. Walsh of University College Dublin, Ireland also expressed interest in forging collaboration with N-IRM and would be writing to me in this regard. I do hope Chairman and CEO NIRM would find it of interest and worth their while to pursue the matter.

I was quite amused during the Q&A session, Governor State Bank never let an opportunity go in putting the Finance Minister in the hot spot. I was reminded of the friction between Dr. Shamshad and the Adviser Finance in Pakistan.

An interesting presentation was by a French Social Philosopher Edger Morin on Human Development. He observed the term was vague and not as precise as health or education. He tried to define it as personal skills development within a living community and made an impassioned plea not to ignore and downgrade traditional wisdom and human potential for lack of literacy or formal education. It was indeed music to my ears. This was a warning to those who think without literacy nothing can be achieved by a human being.

The former Prime Minister of Peru (Luis Solari), Minister for Water, Power & Forests of Guinea (George Delamon), Minister of Human Rights Yemen (Ms Amat Soswa) also spoke in the session on Human Development. Amat Soswa made a special reference to the contribution of Dr. Mahboobul Haque to Human Development.

In the Q&A session, a number of comments, observations and questions were asked from the representatives of communes and municipalities and civil society organizations. Sustainability should be achieved without losing the Moroccan culture and way of life. There was need for a new set of indicators for Human Development, more suitable, more refined taking into account, impact of globalization and westernization. A plea was made for due recognition of the emergence of volunteerism.

The second day was devoted to six parallel Panel Discussions. As Soulaiman was in Panel 2 discussing Targeting and Universal vs Targeted Approach, he put me in that panel. I presented the Pakistan and Andhra case studies and how targeting took place. In case of India, the Backward Classes and Minorities became the focus of the programme and in Pakistan initially communities themselves did the targeting now it has been improved and refined by introduction of the poverty scorecard.

However, two divergent views emerged on targeted or universal approaches. The two academics on the panel made a strong plea for universal approach which was strongly contested from the floor who questioned the wisdom of not identifying the vulnerable and the marginalized.

At the end of the session, a number of commune representatives came to me and expressed their appreciation and asked for further information for which I referred them to the RSPN website.

It seems that it was not only Soulaiman who liked my presentation at Beijing, many of the World Bank officials attending the Forum were also at Beijing and confided to me that my presentation was very well received at Beijing. Mohamed Medouar who is posted at Rabat by the Bank and is overseeing the NIHD had detailed discussions with me about the second phase of NIHD which the Bank is going to support. He also wanted an evaluation of the current phase of NIHD which is completing five years. He was most interested in the Micro Investment Plan exercise and toyed with the idea of undertaking it in one commune to get a feedback from the communities before incorporating it in the next phase. I offered assistance in both areas as and when he got in touch with me.

Rauf had fished out my NFR of the visit to the Kingdom in 1993 along with a World Bank mission which undertook a seven days trek through High Atlas Mountains. Agadir is a tourist paradise. It was amazing to see how the Moroccans have westernized themselves without giving up either the religion or the culture. Even the highest officials and international events were so organized to project Islam but done in a most subtle and unobtrusive way unlike the jarring way back home.

Note for Record

January 19-23, 2011

By: Shoaib Sultan Khan
January 24, 2011

Subject: **Invitation by Cherie Blair (CB)**

Last October in Pakistan, I received an invitation signed by Cherie Blair, Patron of the Asian University for Women (AUW). I suspected Dr. Shahida Jaffrey must have been the prime mover as I tease her that I don't need a satchi and satchi, you do a better job for me. She assured me it was not her, the initiative came from Dr. Kamal Ahmad, Founder of the University, located at Chittagang in Bangladesh. My emergency dash for London in the month of November due to my wife Musarrat's sudden hospitalization, had completely erased the memory of the invitation, till I received a return business class air ticket from London to Dhaka, from the USA office of AUW with hotel bookings at Dhaka for participation in the Conference entitled **"Imagining Another Future of Asia: Ideas & Pathways for Change"**. I was supposed to be one of the speakers at the symposium.

Musarrat was still bedridden although she had come home after a month in the hospital including 15 days in the intensive care but she insisted on my not letting Cherie Blair down.

The conference turned out to be a memorable experience for me in terms of nostalgia and emotions. I was visiting Bangladesh after a decade since my SAPAP (South Asia Poverty Alleviation Programme) days. The affection and love I received from my friends who came to know I was there, was overwhelming. Professor Rehman Sobhan and his younger brother Farooq Sobhan, my ex-probationer in Civil Service Academy, Lahore who rose to be the Foreign Secretary of Bangladesh, took me from the hotel to have breakfast at Farooq's residence. My three probationers from Academy days Mofazzil Karim, Irshadul Haq and SAPAP Coordinator Badiur Rahman, although involved in organizing the biggest religious annual gathering near Dhaka , came to see me at 0700 hours in the morning. My two batchmates Sultanuz Zaman and Abul Hayat Sadique contacted me and so did Mohit, a year junior to me in CSP now Minister of Finance. The Pakistan High Commissioner Ashraf Qureshi whom I had met years ago in South Africa, hosted a dinner for me and Prof. Riffat of Quaid-e-Azam University and so did the Second Secretary Arif Zulqarnain, who was also a former student of Prof. Riffat. It was indeed a journey through memory lane.

The inaugural session of the AUW at the Banglabandu International Convention Centre was a glittering affair with the Prime Minister of Bangladesh, Cherie Blair, First Lady of Malaysia, ex-First Lady of Japan, Foreign and Education Ministers of Bangladesh and of course Kamal Ahmad, gracing the podium. The audience included hundreds of students of AUW who had come by train from Chittagang. They indeed added not only sparkle to the conference but they also asked most searching and insightful questions from the speakers during the discussion sessions.

The inaugural speeches were very well received but the First Lady of Malaysia, was absolutely stunning both in her talk and in her beauty. What a beautiful face of Islam she presented punctuating her speech extensively with quotations from the Holy Qur'an. Cherie Blair made a strong case for equality of women with men specially equal pay for equal work.

I had never heard of Dr. Kamal Ahmad, the Founder of AUW but what he has achieved in setting up of the AUW, is simply amazing where students of all the Asian countries come with full scholarship at US$ 15,000 apiece per annum. How Kamal has mobilized the resources and support both national and international, speaks volumes of his dynamism, leadership and public relationing. I found him a most unique person yet extremely humble. The greatest joy I got was to see that there were 16 girls from Pakistan also but the pleasantest surprise was that ten of them were from Northern Areas (Gilgit and Hunza) who on their own through internet, had applied and got selected. The AUW offers an 18-month foundational course to prepare the girls for further 2 years of graduation studies in different disciplines. The basic aim being nurturing Asian women for leadership roles.

My presentation **"Social Mobilisation: A Key to Sustainable Development – South Asia Experience"** preceded presentations from Columnist of Financial Times Martin Wolf, Chief Economist of the World Bank, South Asia Region Martin Rama, Chief Strategist of Goldman Sachs in Japan Kathy Matsui. Dr. David O'Rear, Chief Economist Hong Kong Chamber of Commerce chaired the session. After my presentation, a girl student of AUW from Altit Hunza stood up and said " I have no question to ask but I would like to say that our fathers and grandfathers used to tell us how poor they were and how difficult life was for them till the Aga Khan Development Network (AKDN) started working in the area and the Aga Khan Rural Support Programme (AKRSP) came that improved the economic status of the people. Today I am here because of these programmes and Shoaib Sultan Khan". No questions were directed at me. The economists had to clarify the issues they had raised. I felt almost in the seventh heaven.

The next day an AUW Board Member, based in Japan, an American Lady (Catherine Watters) came to me choked with emotion with tears in her eyes and complimented me on my presentation. She also brought Meher Jabeen, the girl from Hunza, and took our photograph saying she wanted to write an article on what she had heard from me and what she witnessed in the statement of Meher. Even the AUW official photographer complimented me and said he was so happy he was covering the session as he was most moved. All the panelists also complimented me including the FT Columnist Martin. But the most flattering compliment came from the wife of David O'Rear who said to him comparing all the presentations of the economists , the presentation I made, was most touching. I was happy that Farooq Sobhan also listened to my presentation.

Shahida Jaffrey's presence in Dhaka was a real boon for me. I had to do nothing she took care of all my logistical needs, be it transport, food or conference requirements. Her solicitude and affection for me is so overwhelming that I can never repay.

Prof. Yunus very kindly came to Grameen Headquarters' office on a Saturday afternoon (a closed office day) specially to meet me, when I made a request to his Secretary to see him. Despite the dark clouds hovering all around him, he was cheerful, confident and bright like the lightening. I shared with Yunus what Akhter Hameed Khan had to suffer. How a disgruntled employee of Orangi Pilot Project subjected him to tremendous pain and discomfort. How in Karachi he was arrested at mid night from his flat and again when he was staying in Islamabad, how a contingent of police came from Multan to arrest him and when Nawaz Sharif accepted my request to see him and I went with him, Khan Sahib spent one hour explaining the theory of development to Nawaz Sharif not saying a word about the blasphemy case against him. And how after the PM's orders for withdrawal of the cases against Khan Sahib in Karachi and Multan, the judge in Multan was so frightened by the persecutors that he refused to carry out PM's directives. The Lahore High Court had to transfer the case from Multan to Lahore and it remained pending till his death.

I reminded Yunus of what George Bernard Shaw had said on the murder of Gandhiji **"it is dangerous to be too good".** I assured Yunus he will overcome. He has done no wrong. The whole world is behind him. Everyone knows it is pure jealousy.

When I asked Yunus if he had any inkling why this was happening? He said none at all. Most of the time he is abroad propagating Grameen's philosophy. He was being persecuted for no rhyme or reason and harassed. Only a couple of days ago, he had to appear in a Mymensingh Court in a case filed against him for defaming politicians as two years ago, he had made a statement that in Bangladesh politicians come to politics only to make money. Yunus suspected many such frivolous cases being filed against him and he was ready to face them all.

I was a bit disturbed to hear that Grameen Bank was set up through an ordinance and out of 12 directors of the bank, 3 are government nominees including Chairman and rest are villagers as the shareholders of the Bank which in fact means the government can have complete control over the bank although they hold only 5% shares because the poor villagers will never be able to defy the mighty government if it coerces them to sign on the dotted line.

I narrated to Yunus what NRSP went through in early 1990s and it was only because of the independent and autonomous board that NRSP withstood the pressures for three years exercised at the highest level of the government including a midnight visit by the intelligence agents to my house, in my absence, to ransack my papers to find something incriminating, as I frequently used to visit India under SAPAP. I urged Yunus to get this rectified once he had overcome the present storm. Yunus said he had tried and the interim government had also amended the Grameen ordinance but the elected government refused to carry out the amendments

I assured Yunus of all my personal support whenever he required, he should not hesitate to let me know.

Yunus gave me a sheaf of papers including an article written by my friend Rahman Sobhan who served as Chairman of the Grameen Bank from 1997- 2000 and Rahman's conclusion is a sad commentary on South Asia. He writes:

"Thus, when some fellow Bangladeshis choose to belittle Yunus and the Grameen Bank, we should keep in mind that we also dishonour ourselves by telling the world that what they thought was a great achievement of Bangladesh, was no such thing. In passing this judgment on one of our citizens we are thereby charging the Nobel Committee, the Indian Parliament, the US Congress, the US President, other presidents and prime ministers from around the world who have specially visited Bangladesh to learn about the Grameen Bank or have invited Yunus to educate them on his programmes, that they were a bunch of gullible fools who did not do their home work and permitted themselves to be deceived by a worthless programme".

I wonder if any of these famous entities think of themselves as children or imbeciles or that their opinion of Yunus is at all likely to be diminished, because of his denigration by some of his own fellow Bangladeshis. More likely, they would be bewildered as to why a person and organisation which is not only honoured around the world but whose programmes are being replicated in many countries should be so dishonoured in their own country."[19]

19. Bernard Shaw is right, "it can be dangerous to be too good".

Note for Record
September 7-14, 2011

By: Shoaib Sultan Khan

October 10, 2011

Subject: Visit to Capitol Hill, State Department, White House and others in Washington DC

On the invitation of the American Pakistan Foundation (APF), the CEO RSPN Shandana Khan and I visited Washington DC from September 7 to 14, 2011. Our hosts Kashif Zafar ,Director APF and his friend Clare Lockhart, had drawn up a fully packed programme. No sooner we landed at Dulles Airport, after an over eight hours flight from London, we were whisked away to Mandarin Hotel in DC to have dinner meeting with Kashif. That set the pace for the next few days encompassing four more dinners, at two of which I had to make a speech and at one explain to two Congressmen what RSPN is all about. We had attended twenty-two meetings at the Capitol Hill with Congressmen and Senators or their staffers; at the White House with National Security Council staffers; at the State Department with Ambassador Marc Grossman, Ambassador Robin Rafel and staffers; USAID Alex Their and his staffers and two at DC-based Think Tanks. In my over 58 years of working career, I had never had so many engagements at such high level in a so few days. None of the engagements were less than an hour. I made no less than 22 presentations on RSPN/RSPs and four full length speeches.

After our first meeting, with both staffers of Republican and Democrat Congressmen and Senators, Kashif remarked if I could repeat the presentations I made fifteen times more, RSPN would have won. Clare dubbed my performance as "awesome" and said that she was highly impressed and inspired. This was the kind of encouragement I was looking for, it inspired me to no measure. It was like the elixir and kept me going for the next few days without the slightest fatigue. And when it was all done Kashif's comment that normally he used to get totally off colour after hearing the same presentation two or three times but in RSPN case even after the last presentation and speeches, I kept them interested. We were very happy that invariably the reaction of all those whom we met or spoke to, was very positive and helpful.

The Republicans were interested and impressed but they were highly critical of Kerry Lugar Bill (KLB), although it was a done deal but measures were afoot to cut down the allocation. The 2012 allocation had already been whittled down by US$ 300 million ,at the behest of a Congresswoman, who strongly opposed cash grant to flood victims given under BISP out of KLB, when she got nothing for the flood victims of her state Texas. They advised us, to persuade the Administration to allocate resources for RSPN because they were the decision makers. While leaving ,the Republican staffer especially thanked me and said he was most impressed.

Kashif ,strongly pleaded in our meeting with Senator John Kerry's staffer, as she was drafting the submission for Senate approval, to mention RSPN in the draft submission. She suggested a generic approach and asked for an appropriate draft spelling out all the activities for which RSPN is requesting funds without mentioning RSPN by name.

Senator Gillibrand's staffer was very positive and endorsed the idea of a letter to State Department from Senators and Congressmen ,commending RSPN for support by USAID.

Kashif's great friend Congresswoman Nita Lowey, warmly welcomed us. She has been to Pakistan and is a great advocate of assistance to Pakistan. However, she wants branding USAID assistance. Shandana showed her the logo of USAID on flood shelters.

The Republican Foreign Ops Appropriations staffer, evinced keen interest in RSPN and was also aware of the reluctance of Punjab to USAID. Even after we vacated the Committee Room because of another scheduled meeting there, she kept on talking to us in the corridor, demonstrating tremendous interest ,otherwise ,our hosts said normally in such meetings if they are not interested, they keep on sending messages and paying more attention there.

Senator Levin's staffer, who is Chairman Armed Forces Committee, was very supportive and positive.

Clare Lockhart, hosted a dinner for us in her spacious apartment and invited Amb. Robin Rafel, who had just returned from Pakistan, Stan Byers of White House NSC, Lenderking of State Department and at my request Zeba and Steve Rasmussen. On Clare's request, I spoke on RSPN. Robin suggested to Shandana that RSPN should come through the army and enlist their support for the work they are doing. Shandana informed her ,what SRSP is doing in Swat which is being greatly appreciated by the army and they have now even asked SRSP to come and work in South Waziristan. However, they want RSPN/RSP to mobilize resources themselves.

[Dr. Azad Ejaz, my cousin, waiting late at nights to open the door, often wondered if we have been kidnapped and used to call our hosts to find our whereabouts.

Republican Senator Luger's staffer was most understanding and attentive to what we had to say about RSPN. He had recently met Asad Umar of Engro and was greatly impressed by him. He suggested to us to muster the support of the Pakistan

Corporate Sector for the RSPN approach. We followed up his advice by meeting Syed Babar Ali who happened to be in DC, in connection with medical treatment. He promised all support. The Republican Staffer, expressed dismay at so little USAID assistance to RSPN and strongly advised convincing them to fund the Union Council Poverty Reduction Programme. He was most positive and supportive.

Kashif, as in earlier meetings, made a strong case why RSPN's proposal for funding should be supported instead of wasting American tax payer's money, on ineffective programmes. To soften his criticism, as an American tax payer of Government of Pakistan, I would try to disassociate myself with his stance by pleading that once we had decided to reside in the river, we cannot afford to pick up a quarrel with the crocodile. Kashif also repeatedly pointed out the scale at which RSPN was operating compared to sixteen other major NGOs in Pakistan. He used to quote a comparative figure, picked up from 2009 PCP report, showing RSPN/RSPs financial outlay three times higher than all the sixteen NGOs outlay put together. Kashif was indeed a most passionate and convincing advocate of our cause stoutly supported by Clare.

Congressman Steve Israel, an impressive handsome person, met us warmly.

Kashif's introduction to RSPN, has been through National Solidarity Programme(NSP) of Afghanistan, which was formulated by Samantha, an ex-intern of AKRSP, in collaboration with Clare Hart, both of whom were working in Afghanistan. NSP was piloted in the Capitol Hill ensuring an annual funding of US$ 300 million. NSP became a darling of Capitol Hill, as it was through their insistence ,that Administration agreed to fund NSP.

We were most pleased ,when Senator Israel straightaway offered, to initiate a letter for RSPN support by USAID, to Hilary Clinton, jointly by Congressmen and Senators. When Kashif submitted that some might like to do separately, he saw no problem with that. Thereafter, he briefly listened to me and then excused himself, as he had to rush to an emergency Senate meeting seized with discussing terrorist threat to New York on 9/11 anniversary. Anyway, we didn't want more of his time. He was already converted to RSPN cause, thanks to our friends.

Shandana had received a message ,from David Altman of the Office of Inspector General (OIG) of USAID, asking her to see him, as somehow he had come to know that we were in town. Later, in the meeting when I asked him how did he know about our presence in DC, he responded he was keeping a tab on all our activities and when we met Alex Their in USAID, Altman had fully briefed him of the SRSO affair. Altman was most upset how SRSO had dealt with complaints relating to SRSO, which keeps in piling up and the latest being SRSO staff and Allied Bank being in cohort to deprive the beneficiaries of grant money. Besides, according to Altman, complaints were also coming about distribution of food during floods for which funds were given by USAID to WFP, who had outsourced it to SRSO. He said he was suggesting an external audit but cast aspersions on SRSO staff and Sono's ability to check them or take action against them. He further added that in the meantime he is submitting an interim report about irregularities in implementation of SARP since RSPN was given the responsibility for monitoring and supervision, he has to say that RSPN lacks the capacity to monitor and supervise.

I supported his suggestion for an independent audit and urged it to be done ,as early as possible, to ascertain the actual facts. In mitigation, I requested him to consider the circumstances under which SARP was implemented. Within six months, 100,000 ac had to be planted with a new crop, sunflowers, by 50,000 farmers, requiring distribution of inputs, followed by cash grants, by cheques, in two instalments. Of the US 15 million dollars, complaints have been referred to RSPN relating to 287 persons involving an amount of less than US$ 30,000. I tried to sensitise Altman to what was at stake, if his report deprives 90 million people for whose support we were in DC. He said he was well aware of the good work RSPN was doing but the way SRSO management dealt with the complaints, casts doubts on the integrity of those involved including CEO and he will have to say so because this is his job.

Senator Sheldon Whitehouse's staffer listened to Kashif and myself with great interest and promised support. Similarly, Senator Tim Johnson's staffer reacted.

My friends thought that my presentation was most effective, as time was short and Karen Kunze was looking at the top page of the RSPN presentation with the First Dialogue at Sherqilla and Kashif was referring to my funny hat (despite my protests that the hat was to protect me from minus 10c weather), I began the presentation by telling them how *I began the First Dialogue with the villagers in clear terms that AKRSP had not come to listen to their demands or solve their problems. It is the time tested principles of development partnership which we had come to offer, by adopting those principles, the poor of many countries had come out of poverty. Once villagers showed their willingness to fulfill their obligations of the terms of partnership, AKRSP moved forward.*

The dinner hosted by Ray (Rafat) and Shaista, American Pakistanis, was indeed a grand affair. Their house is situated on the Potomac with a stunning view. Their house boasts of originals from Gainsborough and Michael Angelo and Gandhara pieces. Their neigbours include ex- Governors and Secretaries of State. A number of Pakistani families had come including some of my old friends from the World Bank including Musarrat's cousin and her husband Aftab. Ray told me, Hilary Clinton had sent her representative, a high official of the State Department and there were also officials from the White House. The dinner was served in beautifully laid out tables in the basement and I had to make an after dinner speech which everyone seemed to like especially

the White House NSC staffer who came to offer her appreciation and promised Kashif to arrange meetings with relevant and important people, who can muster support for RSPN.

Ray and Shaista Mahmood invited us again ,on Saturday night, to dine with Congressman Howard Berman and Congressman Jim Moran and Joe Reeder, who had served as Under Secretary of Defence Department. It was a small group and Shandana and I had a long conversation with Congressman Berman, one of the sponsors of Kerry Lugar Bill ,who seemed most supportive of the community initiatives and investment in people. At dinner, I was sitting next to Joe and explained to him in detail what RSPN was all about.

Kashif explained to the guests on the table how Pressler Amendment stopped training of army officers in US, with the result that the current crop of officers at the threshold of being promoted as generals and above are steeped in Ziaul Haq's Islamic fundamentalism and when they come at the helm of affairs in Pakistan Army, one shudders to think which way they will take the country.

Next morning, I was pleasantly surprised to see Joe's email connecting RSPN team to high officials in USAID and a Congressman which Joe thought, would be most supportive of our cause.

I have nothing but the highest feelings of gratitude for Kashif, who out of the blue has put in RSPN centrestage which I could not have even dreamt of. His mastercard ,has been enlisting support of his friends. It amazes me how committed and passionate his friends are to our cause. Clare Hart is another jewel of RSPN support. I am speechless seeing how they have mobilised support for the cause. In Ray and Shaista, Kashif has really found for RSPN, a genuine and selfless supporters.

Senator Coons, Foreign Policy Adviser, seemed disinterested and Senator Blumenthol's Legislative Assistant, who had been to Pakistan expressed special interest while both promising support.

At the Think Tank Centre for American Progress, about 20 key policy makers came to the closed session, which was coordinated by Caroline Wadham, Senior Fellow of the Centre. Amongst the audience was ex-congressman Jim Moody, who as a Peace Corps Volunteer had met Akhter Hameed Khan and was instrumental in getting volunteers trained at the Comilla Academy. Mitual Desai of the State Department expressed keen interest in meeting Raju and others in India, who are involved in implementing the NRLM.

After the presentation which seemed to have been well received ,in the Q&A session, questions were asked about giving voice to the poor, peoples institutions constituting a threat to the current political structure, monitoring mechanism for KLB, linkages with local government and comparison with NSP of Afghanistan. The policy makers seemed satisfied with our response and I was pleased at the reception and importance the Centre had given to RSPN.

The Chief of Staff of Congressman Adam Schiff ,ushered us in the Congressman's room, who evinced keen interest in what RSPN was doing asking about the various steps involved in mobilizing communities. He also enquired about the reasons and general nonchallance pertaining to incidents like Salman Taseer's murder. He expressed a very positive stance towards RSPN work. The Congressman impressed me with his interest in the details.

By now it was quite obvious to me that each Senator and Congressman was a mini White House, complete with professional staffers and an army of interns, helping in dealing with the constituents of the representatives and Senators. It was indeed real democracy at work.

At the Eisenhower Executive Block of the White House, we met National Security Director for Afghanistan and Pakistan, who fortunately for us was very familiar with the work of SRSO and TRDP, during her stay at Karachi as a USAID official. She had very positive things to say what she saw in the field especially meeting women groups. She was enthusiastic about supporting RSPN. She explained that NSC has a Development and Democratic Group which is looking for RSPN type initiatives.

At the Centre for New American Security, we met President Dr. John Nagl and Senior Fellow Richard Fontaine. Both took immense interest in understanding what RSPN was doing. Dr. Nagl suggested presenting RSPN proposal in a modular form, spelling out requirement of resources US$ 500 million per annum for five years, to cover the entire country, along with block of districts for funding, in case the entire country is not taken up. I explained the non-negotiable five components of the proposal and minimum entire funding for a district for five years upfront, depending on whatever number of districts out of 144, including FATA, the donors are willing to fund.

We were told that the Centre played an important role in the last Presidential elections and nearly 15 of the staff of the Centre are in government now.

September 13 began with an unscheduled meeting with Republican Senior staffer of Rep. Ros- Litchtenten, chair of Foreign Relations, who gave some very useful advice how to steer the RSPN proposal through the maze of Capitol Hill and the Establishment.

The staffers for Senator Many Landrieu, listened to us with great interest and underscored the importance of auditing and bookkeeping, in implementation of a programme of the size RSPN was proposing, with which we fully concurred.

We got some spare time to walk through the Capitol Hill and savour the grandeur, elegance and beauty of the building and had our photographs taken. Kashif very kindly presented me with a exquisite set of cuff links with the building embossed on it. Kashif's hospitality is simply overwhelming.

At last our hosts, succeeded in getting us to meet in the Hillaryland, her Special Representative for Afghanistan and Pakistan ,Ambassador Marc Grossman, the successor of the late Holbrooke. Amb. Grossman on meeting us remarked that Congressman Berman had spoken to him. He listened to my presentation with great interest and agreed that people should be allowed to make decisions about their own development. I explained to him the non-negotiables in the RSPN proposal and the holistic nature of the social mobilization approach. We also touched on the 46 high risk districts which were included in the proposal sent to USAID in 2008 by Economic Affairs Division of the Government of Pakistan after approval of President of Pakistan. Ambassador Grossman expressed the desire to understand the approach in detail and I invited him to visit the field area incognito like Amb. Robin Rafel (who was also present) to avoid rigours of the security. Robin chided me for letting out her secrets.

Amb. Grossman was extremely kind and courteous and came to see us off right up to the entrance of the State Department Building.

At the USAID Building, Alex Their along with his Deputy David McDonald and other members of the staff, greeted us. Alex had visited AKRSP and knew the RSPN approach. In regard to KLB funding, the framework finalized by USAID, comprised five major sectors and any proposal seeking funding from KLB had to fall within the parameters of those sectors. RSPN proposal, being holistic in approach, needs to be revamped to fall within the approved categories.

Alex also touched on the OIG's concern relating to SRSO's implementation of the SARP and suggested earliest resolution of the issues raised by OIG.

Alex thought we had a creative conversation and fully agreed with Kashif that USAID should fund projects and programmes which meet KLB objectives. Kashif made a strong plea that RSPN proposal does exactly that and that is where, as an American tax payer, he would like his money to be invested.

We reached Congressman Mike Honda, a few minutes behind schedule, but fortunately Kashif's friends using hard copy of the RSPN presentation, had fully briefed the Congressman. Congressman Honda listened to me and observed peoples institutions which RSPN is fostering, are building blocks of a sustainable, transparent and accountable democracy. We could not have asked for more as an endorsement for RSPN approach. Subsequently, Congressman Honda wrote an article in the Washington Times (copy attached) Rural Aid, Not Guns, Key to Pakistan's Progress and by name urged US funding for RSPN.

After meeting Congressman Honda, we all felt like celebrating and Kashif entertained us to a most enjoyable dinner. Every morning I had been getting up at 5 a.m. and finishing past mid night and was looking forward to sleeping late on the last day of the visit, which had only one engagement at 1 p.m. before leaving for Dulles Airport to board the plane for London. But Kashif had other ideas and courtesy Aakif Ahmad had fixed a meeting at the State Department at 9 a.m. I rebelled saying I have met the top man at the Department, why you want me to see anyone else. Kashif retorted just to make sure that we have no regrets later that why we did not meet these persons. This brought me down from my high horse and reluctantly I gave in.

Meeting Joe Zilligren and Tom Miller at the State Department next morning proved how right Kashif was. The two were from the Pakistan Desk and Tom was going to be based in Islamabad. It was a most productive and fruitful meeting. I thanked Kashif and felt sheepish at my naivety.

The last meeting with the staffers of Congressman Casey was equally interesting. This brought me to the end of my odyssey and I headed towards Dulles, not before, a group photo with inimitable driver of the SUV Mr. Abdul of Morocco. Without Kashif putting the SUV at my disposal, I don't think I could have been able to be on time for my engagements. Abdul was better than Jeeves. Always on time and most cheerful, even when he dropped me at 1 a.m. to pick me up again at 7 a.m.

Kashif and Shandana did all the hard work. Writing and rewriting the proposal, collecting data, getting copies of presentations printed from time to time as they seem to be going like hot cakes. Shandana had all the information at her finger tips or got it in no time from back home. She proved of immense support and help to me. Of course Kashif was the star who made all this happen.

NOTE FOR RECORD

By Shoaib Sultan Khan
November 14, 2012

Subject: Event in British Parliament

The All Parties Parliamentary Group on Pakistan, in collaboration with the British Pakistan Foundation and Unitas Communications organized an Event, in the Grand Committee Room of the House of Commons, "From Britain to Pakistan; Reflections on a journey to the northern areas of Pakistan, observing world class development in some of the most beautiful parts of the world".

The Event was chaired by Andrew Stephenson MP and addressed by the following;
Mudassar Ahmad, CEO Unitas
Con Coughlin, Foreign Affairs Editor, The Daily Telegraph
Peter Oborne, Chief Political Columnist, The Daily Telegraph
Brooks Newmark MP
Kashif Zafar, British Pakistan Foundation
Shoaib Sultan Khan, RSPN (speech attached)
The speeches were followed by a Q&A Session.

The Chair in his opening remarks welcomed the speakers and the audience and the fellow MPs and began the proceedings by asking Mudassar to take the floor.

Mudassar gave a brief background of their visit including Con, Peter and Brooks besides himself, to Pakistan and how it took them eight hours after flying into Gilgit to reach Soust, the last village in Pakistan on the border with China. He marveled at the stunning sceneries and the hazards of the journey which entailed crossing a 25-km long lake and way back as it became dark, the submarine type boat navigated with the help of moonlight. Next day he undertook with Peter, another 14-hour journey from Gilgit to Chitral ,crossing over the highest polo ground in the world, the Shandur Pass. It was an area not only most remote and isolated but infested with security checks. However what they saw in terms of development and the spirit of the people, the hardship of the journey was not felt.

Speaking after me, Con generously observed how do I match Shoaib's speech. Con is writing a book on Churchill and also visited Malakand after his visit to Gilgit. *Con said that the general impression in Britain is that the people of the area are wild and unwilling to accept education or development. He said how wrong this perception is when one gets an opportunity to visit the area, as he witnessed firsthand when he visited northern areas and Malakand. He strongly endorsed the strategy of development implemented by AKRSP and made a strong plea for development aid for RSPN for stability, peace and security in the region.*[20]

Peter had earlier visited Swat with Shandana and now he had been not only to northern areas but also to Chitral. He described his meetings with a group of women in Chitral and said compared to men, he found women had done immensely more. He told how the area, surrounded by Taliban and militants bordering with Afghanistan and tribal areas of Pakistan, yet is peaceful and engaged in self development. He strongly endorsed RSPN and its development strategy of empowering people through organising them. He informed the audience about his forthcoming article of his visit in the Saturday Telegraph magazine.

Brooks referred to me being very modest in my speech and alluded what he saw in the northern areas what I had achieved and how much I was revered and loved by the people there. Brooks had attended a function up above Hunza organized by the Local Support Organisation (LSO) in collaboration with AKRSP, to honour the Village Activists who had helped me in implementing the programme in its initial stages. Nearly over 50 Activists in their sixties, both men and women, from Gilgit and Baltistan were honoured with **"SHOAIB SULTAN KHAN SERVICE MEDAL"**. Brooks spoke of the development he saw in Soust, how a mountain had been tunneled to bring water to turn an arid area into a green oasis. He observed this phenomenon throughout his over 100-km journey from Gilgit to Soust and was struck that how this vertical desert had large tracts of greenery because of the AKRSP helping people to bring water from glaciers. He came to believe water is life , seeing this. He met the people who brought about this transformation both at Soust project site and in the village, both men and women and was greatly impressed by their spirit and achievements. Despite the hardship of the journey, he enjoyed every moment of it. He admitted that this visit brought about a change in his thinking about development aid.

All four speakers described their visit to northern areas as **"fantastic"**.

Kashif told the audience that when he first met Shoaib Sultan and had a four hour discussion with him, on returning home late at night , he told his wife that he had either met the greatest conman of the world or a saint. He can say now that he really met a saint, specially after his visit to Pakistan, a few month ago and seeing the behavioural change in men and specially women.

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20. Development thinking needs to free itself from its prejudices and stereotypes to have any impact.

He made a strong plea for a portion of a development aid to RSPN from the current annual development aid of nearly US$ 1.7 billion to Pakistan from all donors and development agencies put together. *What RSPN has achieved in the last thirty years, clearly indicates that an additional US$ 200 million annual aid to RSPN ,for next five years, would enable the Rural Support Programmes (RSPs) to cover the entire country and uplift the standard of living of the entire population of rural poor households.*

In Q&A session, the first question was directed to me about the availability of the secondary education and the impact of Drone attacks. I explained that the RSPN focuses on economic empowerment by unleashing the potential of the rural poor through fostering institutions of the people. Once so empowered the rural poor are enabled to access education, health and other services. In the northern areas this was clearly and convincingly demonstrated. As to the Drone, I advised the questioners to ask this from the PM of Pakistan. However, Con Coughlin and one of the MPs responded to him.

Another member of the audience, an American, made a strong plea for publicizing achievements of RSPN in schools in form of stories and pleaded to MPs to disseminate the effectiveness of this development strategy as widely as possible amongst policy makers and administrators.[21]

One MP wondered if aid was given for right purposes and asked me for my opinion. I responded, *without donor aid over the years probably RSPN would not have achieved what it has but the quantum of aid has been erratic and currently in case of Pakistan, it is not at the level for RSPN type programmes, as I would want it to be. In India, of course, Government of India allocated the required sources to take such programmes to scale. I only wish some day in Pakistan, this also happens.*[22]

A professional footballer from the audience made a strong case for linking development with sports.

One questioner enquired about the progress of women entrepreneurs and I quoted him the example of India where in Andhra Pradesh, ten million women got organized and are engaged in a variety of income generating activities. In Pakistan, in the Province of Sindh, in two districts alone, over 200,000 women got organized and through a vocational training programme for gainful employment, thousands of women benefitted. My experience has been given the enabling environment and resources, women surpass men.

Andrew Stephenson MP thanked the speakers and the audience and brought the Event to a closure.

21. AKRSP's work is not only a different way of alleviating poverty, it is also different form of knowledge. True knowledge nurtures humility. Development community and general public needs to lean this art from AKRSP to transform low income communities.
22. Pakistani elites have been very inspired by the idea of "Development without tears" and sought gains without pain. One of AKRSP's great accomplishment is to have influenced their thinking but there is a long way to go.

Note for Record
April 29, 2014

By: Shoaib Sultan Khan
May 13, 2014

Subject: Mason Fellows Programme of the Harvard Kennedy School

It was an invitation I could not refuse saying "Greetings from the Mason Fellows Programme of the Harvard Kennedy School … the oldest international programme at the Harvard University, this year bringing 88 accomplished mid-career students from 51 developing, transitional and newly industrialized countries for an MPA degree … as the Director of the Mason Programme (Ms Suzanne Shende) I would like to invite you to lead a panel for Mason Programme … for this year's fellows, a series in which they have been addressed by scholars, ex-presidents and innovators. The culmination is a lively discussion between you about this most essential topic – confronting global poverty – is a perfect, provocative and hopefully inspiring way to send them off after their year here … I am pleased to say that you were also the number one choice of the students of South Asian region, who are very eager to have you come, speak to the whole group".

I know this must have been at the behest of Sampath Kumar, CEO of the Rajiv Gandhi Women Development Project in UP, India. Dr. Rashid Bajwa, Chief Executive Officer (CEO) National Rural Support Programme (NRSP) accompanied me from Islamabad and my daughter Shelley Le Breton flew from Monaco to hear her father speak at Harvard.

The seminar was held in BELL HALL of the Kennedy School from 6 to 8 pm. To my pleasant surprise, Professor John Thomas, who spent six months with me at Daudzai Peshawar in 1974-75, also made an appearance. Suzanne told me John has been the moving spirit behind the Mason Fellows Programme. I was greatly touched when John asked Suzanne to say a few words before she introduced me. John recounted his association with Pakistan being part of the Harvard group and his association with Comilla and Daudzai and ended by saying "Shoaib is my hero". It was overwhelming and most challenging how to live up to all the wonderful things said about me and the hype Sampath had created with the group. In addition there was Rashid and my daughter in the audience. I was thinking would I really come up to their expectations? The other panelist was Harvard Professor Abhijit Banerjee, acknowledged by FOREIGN POLICY MAGAZINE's TOP 100 GLOBAL THINKERS AND FOUNDER OF POVERTY ACTION LAB.

In my opening speech, how my career as a civil servant changed coming under the tutelage of Akhter Hameed Khan about whom Nobel laureate Professor Yunus wrote to me "it is not enough to say he was a great man. He was a great human being of the past century … we have a lot to discover and a whole lot to learn from him". I was lucky for nearly 40 years, *I had the benefit of learning from him from time to time and his advice that I should not try to be a reformer because only Prophets can be reformers, nor an innovator because inventions are very rare and revolutionary I cannot be having joined the civil service. If I truly wanted to serve the poor and the impoverished, I should learn from the experience of the world and he would refer to the principles of subsistence holders development enunciated by Raifeissen in 19th century Europe, namely organisation, capital generation and upgrading of human skills.*[23] Of my nearly now 61 years of working life I have spent last 36 years implementing Raifeissen's principles learnt through Akhter Hameed Khan (AHK) and have personally held dialogues with over 5,000 rural communities in Pakistan and South Asia. This evening I would like to share this experience with you.

I mentioned how in Gilgit, Baltistan and Chitral, communities looked at me with dismay and surprise that instead of the AKRSP offering to solve their problems and meeting their demands, was only offering a Development Partnership and asking them to first to fulfil their obligations of organisation, identification of sincere and honest leaders to lead the organisation, generating capital through savings and participating in human resource development training. A programme bearing the name of one of the richest persons of the world asking them to do things first before the programme will do anything for them was bewildering to them. They would demand in case we accept the terms of partnership what is the limit of the help the programme will give us and my response used to be your limit is our limit. Whatever the organisation has the capacity to do, the programme will help them to achieve it.

Many people had advised me I would be wasting my time and communities will never accept these terms of partnership. In ten years of my staying in Gilgit 91% of the households got organized and saved millions of rupees besides getting a pool of thousands of village activists, trained as service providers. The first assessment of the Aga Khan Rural Support Programme (AKRSP) in 1986, the World Bank OED observed that the first four years of AKRSP are the missed four years of all rural development projects in the world, where a blueprint approach has taken precedence over a process approach followed by

23. Arthur Ashe beautifully echoed Akhter Hamid Khan's thought when he said," Use what you have, start where you are, do what you can".

AKRSP. At the end of ten years, the WB Evaluation concluded that the income of the people in the programme area more than doubled in real terms.

I described how the organized communities took advantage of the terrain and planted over 50 million trees on land brought under irrigation range, took quantum jump in improving horticulture and conserving wildlife in collaboration with government Wildlife Department, WWF and IUCN. I narrated concrete examples of villages the transformation that took place from pre-AKRSP to post-AKRSP era. I referred to the most recent education survey of Pakistan wherein Gilgit, Baltistan appeared with best indicators countrywide, e.g. the girls' enrolment in schools was 99%.

In terms of replication of the strategy of social mobilisation, I gave the example of India where UNDP took me to implement lessons learnt from AKRSP to be demonstrated. In Andhra Pradesh (AP) State, UNDP's demonstration in 20 Mandals with WB support, was replicated in 1100 Mandals covering over 11 million rural households, all led by women. In India the organized communities became the conduit as well as the receiving mechanism for services and supplies of not only of government departments but also commercial banks and other development agencies.

In 1998 after her visit to AP, the Vice President, World Bank, Dr. Meiko Nishimizu wrote the following:

> "I have just returned to Washington and did not want my time to pass on by before sending you a note of deep appreciation for making my dream visit to AP possible.
>
> *Every time I visit South Asia, I learn and grow as a professional. But the visit to India with you was extraordinary in many ways. I gained invaluable insights into foundations of poverty alleviation as an economist and a development banker. I feel I also grew a little wiser perhaps as a human being. That fire in my belly is definitely back again and so are the stars in my eyes. It was one of those trips, I wished never to end and felt as if I lived a thousand lives now that it has ended. I do not know how to thank you enough. Thank you all the same from the bottom of my heart and with my soul".*[24]

How empowered women became I illustrated by giving a few examples that how the organized communities in the hierarchy of institutions of the people asserted their rights and made functionaries of government departments accountable to deliver services they are charged to deliver. In AP the organized people's institutions also took the initiative called Community Managed Sustainable Agriculture adopted by 300,000 farmers to date, covering 12 million acres. The Society for Elimination of Rural Poverty (SERP) plans to make AP a green state demonstrating that we need a people centered solution to food security and climate change.

Comparing the progress of social mobilisation approach in Pakistan and India, I pointed the importance of political commitment and support to social mobilisation strategy, which attained miraculous results in India becoming a common political agenda uniting rather than dividing political protagonists. In India, unlike Pakistan, it also built up a top class pool of professionals largely from government. The sustained government support in India has also resulted into a cascading of institutional development, namely, a hierarchy of Institutions of the people and with NRLM, a main stream programme of Government of India, it is being replicated countrywide. The widespread replication happened through the evolution of community resource persons (CRPs) and finally the Indian programme owes its success working only with women. Not that Pakistani women have not the same potential, as has been demonstrated wherever RSPs have worked with women in Pakistan but they never got the same support from the government as in India. I explained it was for these reasons that Pakistani RSPs though older than Indian programme, by at least a decade and widely acknowledged to be highly successful and in fact provided the model and the inspiration for the Indian programme, yet in terms of coverage as well as achievements, the AP programme has been able to go beyond of its source of inspiration.

My talk was followed by Prof. Banerjee saying that he has nothing to say how development programmes succeed but he has done many studies showing why and how programmes failed and he went on to give many examples of interventions, introduced by governments and donors, in the field of education and others which did not work.

His talk followed Fellows asking a number of questions seeking clarification.

At the end the Director of the Programme Suzanne Shende complimenting me on the talk extended an invitation to me for the seminar next year and also gave me a bunch of brochures of the Mason Programme asking me to recommend suitable candidates for Fellowship for future courses.

On the sidelines while at Cambridge, prior to my session with the Mason Fellows, Sampath organized an evening session for the South Asian students at Harvard who had expressed a desire to meet me and were not part of Mason Fellows. I had a most interesting couple of hours interaction with them. I was delighted to meet my granddaughter Zahra's friend Emma Woo who had organized my talk at the Atlantic College last year. Atlantic College offered scholarships to Malala and her two friends. Emma is now pursuing studies at Harvard combining Economics with Music.

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24. One cannot think of a better tribute to your work than this eloquent note. World needs people like Nishimizu to spread your message to communities in need across the globe.

Another most interesting luncheon meeting was with the Prof. Asim Khwaja, who had served at AKRSP and was now a Professor at Harvard and was also associated with Prof. Banerjee in the poverty lab. Asim promised to visit LSOs on his next visit to Pakistan.

As Sampth Kumar was the prime mover in inviting me to Harvard, I was delighted to receive the following email from him:

"I am writing this email to express my profound thanks for coming to Harvard to deliver lecture at Mason seminar. Many of my colleagues consider your speech as one of the most inspiring speech they have heard at Harvard. We were indeed spellbound by your crystal clear message and idea for poverty reduction. As one of my colleagues put – *the power of a practitioner is much more appealing than an academic professional"*.[25]

25. Practice is more appealing because it is based on a different form of knowledge. This knowledge is based on awareness of human limitation- and need for working with the other, and therefore it is a path of humility and breeds humility unlike some forms of knowledge that breed arrogance and do not enable an individual to know what s/he does not know and weaken her/his desire to join hands with the 'other'.

Note for Record

By: Shoaib Sultan Khan
December 13, 2014

Subject: Livelihoods Asia Summit (India) December 10-11, 2014

I received the invitation to the Summit from Access Development Services. I had never heard of the organisation but the First Plenary Session on Policy Innovations for Poverty Reduction to which I was invited as a Resource Person on the panel was being coordinated by Vijay Mahajan. I had come across his paper, via Google, Tracing the History of Social Mobilisation for poverty reduction since ancient times in India. While commenting on the current initiatives, he singled out Society for Elimination of Rural Poverty (SERP) as by far the largest poverty reduction programme influenced by UNDP's South Asia Poverty Alleviation Programme (SAPAP) inspired by me. Since then I had wanted to meet him and Access had provided me the opportunity. I accepted the invitation little realizing that I would be having any problem in getting Indian visa. The office of Pakistan Foreign Secretary facilitated submission of my visa application. I did not get a response from the Indian High Commission till Thursday December 4th when I sent an email to the High Commissioner who knew me personally and the visa was delivered by the evening of the day.

While the inaugural session of the Summit was going on, Vijay Mahajan decided to have a meeting with the panelists of the First Plenary and asked me to make the first presentation. Before the commencement of the Plenary, I was able to hear the inaugural speech of the Union Minister for Rural Development Chaudhry Birendra Singh.

The Union Minister made a detailed reference to National Rural Livelihoods Mission (NRLM) and how the programme is aiming to reach each and every poor household numbering 100 million rural poor families and bring them out of poverty and according to Prime Minister Modi make them part of the middle class. This is the reason, Union Minister emphasized, NRLM is not going to leave the poor once they have risen above the level of subsistence, it will hold their hand and continue to be with them next 7 to 10 years till there is no likelihood of their ever falling below the poverty line. This is what the poor need and this is the mission of NRLM. It was all music to my ears. SERP is the precursor of NRLM and being guided by an old SERP hand Vijay Kumar, IAS. Introducing me Vijay Mahajan again reiterated that in his experience SERP was the first successful large scale poverty reduction programme implemented by Government and he has the first hand knowledge because he is the resident of Hyderabad Deccan in Andhra Pradesh.

My speech and powerpoint presentation are attached. I underscored the importance of the institutions of the rural poor and how for fostering countrywide framework of grassroots institution we need to persuade governments to act like NGOs. There were nearly 600 delegates from NGOs all over India and also participants from SAARC which included Afghanistan and special invitees from Myanmar and Cambodia. A strong plea was made by other panelists on the First Plenary for South South Cooperation and networking.

I was overwhelmed by the response of the delegates to my presentation who kept on coming to me with their compliments and queries. The CEO of Access Vipin Sharma immediately at the end of the First Plenary came to me and said we are inviting you to the next year's Summit.

One of which took me by surprise when *one NGO delegate came to me and asked me in all seriousness if you succeed in your mission what are the NGOs going to do. I assured him there would be enough for NGOs to do. It is NGO innovations both in policy and programmes that government as implementers are going to take to scale and there would always be need for new technological packages for the institutions of the people to enable them to go higher and higher.*[26]

The Summit was attended by almost all the major donors and also supported by them with UNDP taking the lead. The delegates from Afghanistan and Meghalaya (State of India), IFAD, Oxfam, AKDN came up for detailed discussion. Many delegates who had either worked in AKRSP India or in Afghanistan, apprised how they had heard about me and delighted to meet me including Oxfam representative from Pakistan. One of the delegates came up to me with the suggestion that there should be a bonfire we sitting around it and will never tire hearing your stories.[27]

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26. Very interesting question and answer. Akhter Hamid Khan also used to say NGOs are Research and Development Department of Poverty Alleviation and Government is Extension Department. The need for R&D will never end. NGOs cannot take the place of Government. NGOs are no Lord Clive and Government is not Sirajuddolah.
27. It seems you need to create an Academy for Continuing Education of the Development Professionals. You should convert AHKRC to perform this function and all your high profile supporters at high places who invite you to these events should be asked to send nominees each year to refresh their knowledge, share experiences and engage in interactive dialogue.

However, the cream on the cake of the Summit for me was the final concluding session when Vijay Kumar in his excellent speech on empowering women acknowledged my presence in the hall as one of his mentors. But the speech by the Secretary, Ministry of Rural Development, LC Goyal was music to my ears and the guarantee for current government's full commitment and support to the implementation of NRLM.

Secretary Goyal said it is for the first time in India that the potential of the people is being unleashed through NRLM and that too through women empowerment. NRLM is gaining momentum and the criticism that it is only in few areas has been brought to rest by government's determination to take NRLM to all the States and reach each and every poor household. Besides empowering women by fostering their institutions, NRLM also promotes sustainable agriculture, skill development and a policy is on the anvil to meet the challenge of surplus workforce which estimates pitch at 47 million by 2020. Through NRLM and other programmes, government aims at putting interventions in place to meet risks faced by poor, such as, health, sanitation, basic social and physical infrastructure.

NRLM is championing identification of the poor through a participatory mode; i) identifying and building capacity of the champions amongst the poor as community resource persons and giving them a role essential in any poverty reduction programme; and ii) setting up a sensitive professional support organisation of motivated and dedicated persons to create social capital and mechanisms to foster institutions of the poor. Institutions which create demand side accountability for government service providers. There is enough empirical evidence in India showing that nurturing, building, sustaining institutions of the poor is doable and possible.

Secretary Goyal concluded that poverty contributes to instability. 70 years ago, ILO charter declared that poverty alleviation contributes to prosperity. How much longer are we going to wait and waste the productive energy of the poor without utilizing it. There is tremendous potential in poor people waiting to be channelized. Poverty eradication should be centerpiece of national policies and there should be continuous dialogue for South South cooperation.

Secretary Goyal after the concluding session asked me personally to initiate the process of South South dialogue and networking and assured all his support.

Note for Record

Visit to Bangladesh
December 3-09, 2016

By: Shoaib Sultan Khan
December 14, 2016

Subject: The Miracle of BRAC

I have always held Sir Fazle Hasan Abed in awe. Whenever, I meet him, I ask him "Abed! Does your mind ever rest or is it always thinking of new initiatives and implementing them"? The spectrum of activities BRAC is involved, not only nationally but also internationally, are simply mind boggling. An NGO which started as a relief organisation, is today the largest NGO in the world.

I was happy to learn when BRAC decided to initiate its activities in Pakistan. On Sir Abed's visit to Pakistan, a few years ago, I welcomed the idea and offered all possible help and support to BRAC Pakistan. I had a vested interest in making this offer because BRAC had made a name in implementing education and health programmes. As Rural Support Programmes (RSPs) mainly focus on productive sector interventions that being the glue in achieving their core mandate of organizing the rural poor to enable them to unleash their potential to improve their livelihood. Beginning with Aga Khan Rural Support Programme (AKRSP) in 1983, this approach had resulted in doubling the income of the one million people inhabiting mountainous region of Gilgit, Baltistan and Chitral in ten years according to the World Bank evaluation. Since 1989 AKRSP, instead of expanding itself, adopted the strategy of replicating itself as an independent and autonomous organisations like AKRSP, which was established by the Aga Khan Foundation, Geneva, as a not for profit joint stock company under Section 42 of the Pakistan's Companies Ordinance. By 2007 when BRAC decided to come to Pakistan nearly nine organisations called Rural Support Organisation/ Programme (RSP) had been set up in different parts of Pakistan, as replications of AKRSP with their independent Board of Directors. These RSPs have now nearly 400,000 community organisations with over six million rural households as members touching the lives of nearly forty million people.

To RSPs, BRAC Pakistan could open avenues to benefit the organised communities with education and health interventions. It was this selfish motive which made me embrace BRAC Pakistan and RSPs have never looked upon BRAC as a competitor.

This relationship was further strengthened, when BRAC asked me to become a member of BRAC Pakistan Advisory Council formed a year ago. It was in that capacity because the members of the Advisory Council elected me as Chairman of the Council that I had the pleasure and privilege of attending the meeting of the BRAC International Advisory Council Members in Bangladesh from December 3 to 9, 2016.

On arrival the first thing that takes your breath away is the BRAC Tower with its Chairman's Office on 19th floor. The first four floors comprise the BRAC Inn, with amenities of 5-star hotel, where the Council members were accommodated. Although when I arrived it was late in the evening, having left Pakistan at 3.00 am in the morning and delayed for five hours by Dubai fog, I reached Dhaka after 18 hours, which used to take 3 hours by direct flight between Pakistan and Bangladesh. I was greatly touched by Mr. Jalaluddin welcoming me at that late hour at BRAC Inn.

On Sunday morning BRAC International Advisory Council Members from Tanzania, Uganda, Afghanistan and South Sudan along with me attended a Briefing on BRAC and BRAC programmes given by Executive Director Mr. Faruque Ahmad including a briefing on Safety and Security by Mr. Najmul Hasan. The Briefing was attended by other executives of BRAC also.

Each Advisory Council Member gave their views on what BRAC could do in their respective countries. I made out a strong case for one teacher non formal schools for out of School Children in Pakistan which now number according to government estimate, 25 million. Since 2007 when BRAC Pakistan initiated its activities, the non-formal school has shown the greatest promise. It is very low cost and highly effective. The first cohort of children admitted by BRAC Pakistan four years ago, have now graduated with a dropout of less than 5%. The cost of each school with 30 children has been US$ 10,000 over that period costing no more than $ 6 per child per month. To my mind if BRAC Pakistan wants a footprint in Pakistan, it should plan a massive surge of such schools. A million out of school children need about 33,000 one teacher schools costing less than $ 60 million per year. A country where Donors like DFID are spending GBP 400 million on education every year, BRAC Pakistan have an excellent opportunity to propagate their model. The next day when I made the same plea before Sir Fazle Abed, he fully endorsed my suggestion. I submitted if BRAC Pakistan aims at bringing 25 million out of school children in school with a negligible dropout rate, I am confident not only donors, even Government of Pakistan would be very willing to look at the model in view of their commitment to SDGs,

After the briefing and lunch, we travelled to Savar to BRAC Centre for Development and Management (BCDM). Although the place is no more than 35 km from Dhaka, the traffic we encountered was horrendous. I had never seen such battered buses and trucks. The informal economy was bursting at the seams with carbon type roadside development of flats and industrial units

littered alongside the road. Development was staring you in the face but it was chaos. The road travel was a nightmare. Dhaka was no better which we experienced in subsequent days. Short distances in the city took hours.

The BCDM would be the envy of the most illustrious centres anywhere in the world. Another master piece of Abed. Many years ago I had gone to another place which had been dubbed as Abed's Taj Mahal. I have no idea what those people will call BCDM. It was acme of comfort staying at the Centre.

Monday morning we travelled to Manikganj. In the late fifties when I was serving as a young field officer in the Eastern Wing, Manikganj was a subdivision of Dhaka district, now it was a full-fledged district headquarter. This was BRAC Regional Office.

One of the recent initiatives of BRAC is Targeting the Ultra Poor (TUP). We visited a group. These were the poorest of the poor excluded from the Society. Each one had a heart wrenching story prior to their help from BRAC. Their targeting was done by BRAC holding a PRA exercise followed by a visit to each targeted household to verify the socio-economic condition of the family including verification of assets, children going to school, housing condition etc. On selection each household is provided a stipend for 28 to 30 weeks amounting to about $ 600 per capita and in case of their investing in livestock, as they are landless, BRAC also helped them with concentrate for feeding animals. Within two years, this group of the households had experienced improvements in their economic status, some had even taken micro credit loans and indulged in different enterprises including fattening of animals, leasing of land, helping husbands do work like masonry etc. Their poverty was reflected in the abject condition of their housing and if they had a cow, it was kept under a mosquito net in the house because that was their most precious asset.

From this group, we went to a group which BRAC had helped for four years and had graduated out of poverty. One could clearly see the difference in housing and the value of assets and even the husband earning by leasing a Rickshaw, who prior to BRAC intervention was suffering from TB and got cured by their help.

Next we visited Post-primary and Continuation Education (PACE) programme of BRAC which helps secondary and higher secondary schools in improving quality and standard of teachers, including opening of a MULTIPURPOSE Community Learning Centre. It is like library with reading facilities and books. The headmaster stated that by giving Takka 500 donation, one can become a life member of the Centre. On his assurance that we can do so, I gave Takka 1,000 making myself and my friend from Afghanistan as life members. The Headmaster showed us a Board where names of the donors were written and promised that our names will be written on the Board.

After lunch at Manikganj BRAC Regional Office, we visited the Ayesha Abed Foundation established in memory of BRAC Founder's wife. This is a Social Enterprise where thousands of rural women come and become trained artisans and produce quality goods which are marketed at Aurang, BRAC's shopping outlet, all over the world and a source of substantial income to BRAC.

We thought we had seen enough but we had not and were taken to visit Adolescent Development Programme, locally called Kishori Club. These were evening clubs where young boys and girls gathered and indulged in socializing and cultural activities. The membership of boys was restricted to only 25%. The club was open to girls and boys between 10-19 years of age.

They came on Mondays and Thursdays only for two hours. The premises was the non-formal one teacher school during the day. They meet once a month with their parents. Most of them are studying in schools. At the club, there is a Peer Education Supervisor who helps them in social activities. They put up a demonstration in dancing and singing and group activities. It was a most heartening experience. In fact when I remember older days, the girls were not so emancipated as I found them now and much more beautiful probably because of better nutrition. We were told there are more than 9,500 such clubs with 300,000 girl member. Another feather in Abed's hat.

As I was very keen to see a non-formal school functioning, on Tuesday morning I was taken to such a school in Savar Bakhtapur. There were 33 out of school children. As we entered the school, the leaders were introduced who administered an oath which everyone took. Then a Unity Song was jointly sung. Six type of foods were defined and Sonar Bangla song was sung. The confidence of children and the happiness on their faces lively and teeming with happiness and joy was a scene to capture. This was third year of the children. Even a 16-year dropout did not feel any shame in being at school with children much younger than him. The main reason for dropout many children gave was bad behavior of the teacher. There has been only the same teacher for the last three years and the children love her. There are five new schools in the area and all told 19 schools. I thanked the teacher and the Programme Organiser.

My field visit came to an end and I must profusely thank Salam and Salique of BRAC who remained with the group throughout and made our visit so memorable. As I had been informed by Jalaluddin that the Pakistan High Commissioner to Bangladesh Mr. Rafiuzzaman Siddiqi was insistent that I should have lunch with him, so leaving my friends of the Advisory Council, I hurried with Salam to Dhaka to face the horrendous traffic jams on the road. Our expert driver somehow managed to bring us to BRAC Inn in time for lunch.

The High Commissioner had very kindly laid not only a sumptuous lunch but also invited friends from Aga Khan Development Network (AKDN) and Faruquebhai and Jalalbhai from BRAC besides the Deputy High Commissioner and a Brigadier. The AKDN Diplomatic Representative turned out to be my old friend Munir Merali whom I was meeting after years. Rafiuzzaman,

grandson of Choudhry Khaliquzzaman who was a great friend of my grandfather and whom I had met as a school boy in Lucknow where Rafi's grandfather was the Mayor of Lucknow. I still remember that as Mayor, he had allowed construction of a Hindu Temple in the famous Muslim area of Aminabad Park of Lucknow and Muslims were livid with anger and dubbed the Mayor Pandit Khaliquzzaman, but it didn't bother Chaudhry Sahib the least. He stuck to his guns and the Temple remained in a predominantly Muslim Area.

On my return to BRAC Inn, I saw a lady sitting in the lounge whose face looked very familiar. The mystery was solved at Dinner hosted by Abed. The lady was India's famous actress Shabana Azmi, currently an MP as member of the Rajya Sabha. Abed had roped her in as Member of BRAC Governing Body. At dinner table when I asked her how did this happen, she replied "how could she refuse Abed". Next day at the meeting of BRAC Governing Body, International Governing Boards, Affiliates and Country Advisory Council Members, I asked Shabana why she had Azmi in her name and pat came the response from Azamgarh. I told her my family comes from the same district. She was a bit critical of Rahul Gandhi saying that Modi has picked up most of the programmes Congress had started and recycled with their new nomenclature and is getting all the credit. I asked her which party did she belong, she took a sigh of relief saying none. She was nominated on reserved seats by the President of India. I asked her if she is aware what Congress did in Andhra Pradesh or the launch of National Rural Livelihoods Mission (NRLM) on the pattern of Andhra poverty reduction programme in 2011 nationally. She said Modi claims NRLM as his star programme. I asked her if she ever meets MPs Rahul Gandhi or Jairam Ramesh. On her answer in the negative, I urged her to meet them to learn what they did including UP where she was of the view that no one will ever get organised. She promised to do so on return. I gave her my card to tell Rahulji and Jairamji who has asked her to meet them. A member of the Governing Body Fawzia Rasheed, daughter of Kaiser Rasheed of Foreign Service, listening to the conversation insisted on taking a selfie of Shabana and myself. I could not dare ask her because earlier on I had heard her complaining that she was fed up of people asking for selfies. I was glad when the first selfie did not come out well and Shabana asked for another take.

Abed's dinner was a glittering affair with amazing international presence including ambassadors from different countries. I was glad to see Pakistan's ambassador also. Abed in his introductory remarks before dinner introduced everyone in his inimitable and generous way. I was overwhelmed by the words he used introducing me.

The whole day on December 7th was devoted to a very detailed overview of BRAC by the Chief Executive Dr. Musa followed by financial inclusion at BRAC, BRAC Programmes Addressing Young People Needs and Reflections on Field Visits by Board and Advisory Council Members and Affiliates. After lunch Executive Director BRAC International Faruque Ahmed gave an overview and the last session was devoted to Discussion on Development Financing in Global Donor Context Challenges for BRAC and the Strategies to address these.

I was most impressed by the acute interest Governing Body (GB) members took in every aspect of BRAC activities and so also did the Affiliates. Some of them gave a hard time to BRAC staff especially who had a Researcher's orientation. For me it was highly educative how BRAC exposed itself to threadbare discussion and did not shy away from any criticism. One concern of the GB members was the balance between BRAC's Social and for profit activities and programmes.

I remember in 1991 when at the behest of Prime Minister Premadasa, the SAARC Summit agreed to set up an Independent South Asia Poverty Alleviation Commission to recommend a strategy for elimination of poverty by 2002, I got a call from Pakistan's Foreign Secretary that Prime Minister Nawaz Sharif had nominated me on the Commission as a member from Pakistan. I was glad to find Abed from Bangladesh on the Commission besides Prime Minister of India's Secretary Venugopal so also many prominent members from other countries. The Commission travelled to all the countries. It was chaired by an ex-Prime Minister of Nepal. The Commission in 1993 submitted its report at SAARC Dhaka

Summit making an overarching recommendation that "the centerpiece of a policy framework for poverty alleviation has to be the mobilisation of the poor in order to enable them to participate directly in the decisions that affect their lives and prospects". The Commission reasoned that public sector makes huge investments but does not commonly affectively involve poor communities when planning or delivering development.

The Commission, therefore, recommended an agenda for action arguing that implementation strategy and institutions building by Governments of South Asia should be their lead role but it can only be achieved by supporting financially and administratively the establishment of independent, non-governmental and national level support mechanisms to catalyse formation of organisations of the poor.

The recommendations of the Commission were fully endorsed by the Dhaka Summit in 1993 but the implementation agenda was not followed in letter and spirit. BRAC through support of international donors was able to achieve remarkable results. Abed also realized that Donor support has to be substituted by BRAC generating its own resources and the achievements are monumental but still fall short of the gap to be bridged between resources required and resources generated in house by BRAC. This is the challenge BRAC is now facing because Donor fatigue is setting in and GB members and Affiliates are fully seized of the challenge.

My submission to Abed was to actively engage Government of Bangladesh to take a lead role in Commission's language by providing resources, to enable BRAC to replicate countrywide its programmes which have demonstrated on a scale how ultra-poor can be graduated, how health interventions can be implemented, how children out of school can be educated, how adolescents especially girls can be empowered and so on and so forth. Akhter Hameed Khan about whom Prof Yunus wrote to me when on his passing away in 1999, we organised a function to celebrate his life and President Musharraf posthumous conferred on him Nishan-e-Imtiaz, Pakistan's highest civil award:

> "It is not enough to say that he was a great man. He was one of the great human beings of the past century. He was so much ahead of everybody else that he was seen more as a "misfit" than appreciated for his greatness … We have a lot to discover and a whole lot to learn from him",

Akhter Hameed Khan used to advocate the existing Administrative and Political Pillars of State are not capable of alleviating poverty, it is only a Socio-economic Pillar, comprising institutions of the poor, what the Poverty Commission recommended, which can empower the poor to unleash their potential to overcome the obstacles to get out of poverty. Fortunately, I saw this happening in India while implementing a UNDP sponsored South Asia Poverty Alleviation Programme (SAPAP), an off shoot of Commission's recommendation from 1995. With State Government of Andhra Pradesh accepting Commission's recommendation and providing resources to continue what SAPAP had done onward of 2000, with World Bank support, 11 million poor women households graduated from poverty by 2008 and Union Government adopted the Andhra strategy in 2011 by including in 12th Five Year Plan a programme called National Rural Livelihoods Mission (NRLM) at a capital outlay of US$ 5.1 billion to alleviate poverty of 70 million households comprising 350 million people.

In Pakistan, even before Commission's recommendation, Prime Minister Nawaz Sharif decided in 1992 to set up an independent and autonomous support organisation on the pattern of AKRSP, for countrywide replication of AKRSP and National Rural Support Programme (NRSP) came into existence. Despite change in governments, public funds as endowments were given off and on for financial sponsorship of provincial RSPs and in 2000 Pakistan Poverty Alleviation Fund was established with World Bank funding taken by government to channel resources to RSPs and others. The response of Government of Pakistan has not been on the scale of India but it keeps on happening, augmented by Donors. Currently European Union is championing the cause of rural poor in Pakistan.[28]

28. It is a fascinating story. One cannot escape noticing that when countries fight for territories they divide and when they fight against poverty they unite. Abed's case and SAPAP are two brilliant examples of South-South cooperation. Success of this cooperation is explained more by the magnanimity of development practitioners than by the size of resources. This is where South-South cooperation takes precedence over North-South cooperation for poverty alleviation. I think North's financial resources, South's thought leadership and community Agency when brought together in a meaningful way can make miracles. SAPAP, BRAC and Grameen are trail blazers of this practice.

Note for Record
February 3-9, 2016

Subject: Visit to the World Bank and IFC Washington DC; Acumen Fund, New York and Boston University

By: Shoaib Sultan Khan

February 29, 2016

It is a special privilege and of great pleasure to be invited to the World Bank which has supported my work beginning in late seventies when I was working as a UNICEF Social Development Consultant, resident in Handungama, in Mahaweli Ganga Project area of Sri Lanka made famous by McNamara, when on a visit to the project, asked a farmer if his income has increased. On getting an affirmative reply, the President of the World Bank asked how much was his income now and the response was "This is none of your business". Unlike International Consultant as I insisted on living in the area, I earned a full one page article in the Newsweek entitled "A Man named Khan" (appended). In Pakistan when I initiated the Aga Khan Rural Support Programme (AKRSP) at the behest of Aga Khan Foundation (AKF) Geneva in early eighties, it was Operations Evaluation Division ((OED) of the Bank which under Graham Donaldson, in its first assessment of AKRSP in 1986 opined that the first four years of AKRSP are the missed four years of all World Bank funded Rural Development Projects in the world where blue print took precedence over a process approach being followed by AKRSP. AKF had set up AKRSP with the twin objectives of doubling the income of the million people of the project area in ten years and developing a replicable model of rural development. The OED in their second assessment concluded that AKRSP in ten years had in real terms doubled the income of the million habitants of Gilgit, Baltistan and Chitral districts of Northern Areas in Pakistan.

In 1991 Prime Minister Premadasa of Sri Lanka persuaded SAARC heads of State to set up an Independent South Asia Poverty Alleviation Commission (ISAPAC) to recommend assault on poverty to eliminate it by 2002. The Commission in its overarching recommendation required all SAARC States to make Social Mobilisation as the centerpiece for poverty alleviation strategies of governments. The recommendation was fully endorsed by the Dhaka SAARC Summit in 1993. In view of this acceptance at the highest political level, the World Bank convened a workshop at Annapolis to find ways and means to operationalize the Commission's recommendation. Being a member of the Commission, I was also invited to the workshop. Amongst the poverty alleviation projects visited by the Commission, AKRSP and its replication National Rural Support Programme (NRSP) in 1992, its CEO Dr. Rashid Bajwa is also here, had shown practical demonstrations of what the Commission had recommended. One Mr. Henning Karcher who had served as Assistant Resident Representative of UNDP in Pakistan and had seen my work at that time called Daudzai Project of Pakistan Academy for Rural Development (PARD), approached me at the workshop and asked if I would be willing to help implementing a Regional Programme of UNDP entitled South Asia Poverty Alleviation Programme (SAPAP) in all the South Asian States and in 1994 as Senior Adviser of SAPAP I started taking lessons learnt from AKRSP experience and implementing that in Demonstration Pilots in each of the 6 states. Bhutan was not part of SAPAP.

Vice President, WB Dr. Meiko Nishimizu was a frequent visitor to the Rural Support Programmes in Pakistan having been much impressed by AKRSP. In fact she even launched a Village Immersion Programme (VIP) requiring her Divisions Sector Managers to spend a few nights and days living in villages. One day she asked me if there is any other South Asian country where something on the lines of AKRSP is being implemented. On my response to visit India, where to my great delight and surprise, there was unreserved acceptance of the principles of rural development I was advocating. She accompanied me to Andhra Pradesh, where SAPAP had the demonstration pilot and spending a few days in the villages, on return to Hyderabad declared to the State officials that she had seen "UNDP's Miracle" and if the State asks to support the replication of SAPAP statewide, the Bank would be willing to do so. On return to Washington DC, she sent me an email as follows:

> "I have just returned to Washington and did not want my time to pass on by before sending you a note of deep appreciation for making my dream visit to AP possible.
>
> Every time I visit South Asia, I learn and grow as a professional. But the visit to India with you was extraordinary in many ways. I gained invaluable insights into foundations of poverty alleviation as an economist and a development banker. I feel I also grew a little wiser perhaps as a human being. That fire in my belly is definitely back again and so are the stars in my eyes. It was one of those trips, I wished never to end and felt as if I lived a thousand lives now that it has ended. I do not know how to thank you enough. Thank you all the same from the bottom of my heart and with my soul".

With World Bank support, the State government took the 100,000 households benefited by SAPAP to over ten million households led entirely by rural women influencing Union Government to launch in 2011 probably the largest poverty reduction

programme in the world under National Rural Livelihoods Mission (NRLM), as part of India's 12th Five Year Plan, to reach 70 million households comprising 350 million rural poor.

Dr. John Wall, WB Country Director Pakistan was the biggest champion of my work in Pakistan, so much so that at 2004 Pakistan Development Forum, he publically offered support to Government of Pakistan, if a Social Mobilisation programme espoused by Shoaib Sultan Khan is adopted by Federal and Provincial Government, Meiko had already helped in establishing the Pakistan Poverty Alleviation Fund in 1999.

It is for these reasons, I have a special corner for the World Bank in my heart.

When I look back on nearly 63 years of my working life having achieved my childhood ambition of getting into the Administrative Service of Pakistan, I had no idea I will meet someone who would influence me to adopt another path. It was 1959, in the then East Pakistan (now Bangladesh), I met this sage and visionary, who also had been a member of the Indian Civil Service but resigned in less than ten years of service because he got obsessed to finding a solution to abject poverty, especially during the Bengal famine of early forties, all around the area he was incharge.

When I met him, he was engaged in setting up the Pakistan Academy for Rural Development at Comilla. He was persuaded by one of his erstwhile colleagues from ICS by challenging him to accept the assignment and in words of Akhter Hameed Khan (AHK) teasing him by saying "Akhter you are a fool but a good fool" so here is your opportunity to prove everyone wrong. Comilla Project is history. I need not repeat what an international reputation it gained. Prof. John Thomas of Kennedy School spent a few years with him in Comilla and many others who would bear testimony to the transformation that took place between 1960-70 decade. John also spent six months with me in 1974 at PARD Peshawar. When I visited my old subdivision after ten years in 1970, I could not believe what changes and improvements had been brought about in rural subdivision of Brahmanbaria.

As Director designate of the PARD Comilla, supported by USAID and Ford Foundation, AHK and the Academy Faculty was required in 1958 to spend one year at Michigan State University to learn the latest theories and practices of implementing rural development programmes. AHK writes in his book after studying all the relevant material he found that the models of subsistence holders development implemented in 19th century Europe especially by Raiffeisen in Germany were the most relevant for rural poor of South Asia. According to him, the Professors at Michigan were surprised that he was giving preference to old approaches against modern thinking but he admits that they did not stop him from research and experimentation and Raiffeisen's principles of subsistence holders development of organizing the poor, requiring them to generate their own capital through savings because capital was power and thirdly upgrading their cooperative, managerial and productive human skills became the bedrock of the Comilla projects.

AHK taught me these principles of development, he found as precise as the law of gravity and whichever poverty projects disregarded this theory of development, the result was building like crooked walls. I followed these principles in letter and spirit in implementing Community Driven Development programmes, the new name given by the Bank to this theory.

Dr. Rashid Bajwa (RB) CEO NRSP and honorary Chairman NRSP Bank gave an excellent presentation on the progress and future plans of NRSP Bank and underscored the contribution of Social Mobilisation towards the achievements of the Bank. The IFC team expressed satisfaction at the progress of the Bank which from the day it was established, has consistently shown growth and profit keeping its focus on serving the small holders and farmers in accordance with its core mission. RB's proposal regarding Branchless Banking also received positive feedback from IFC, which is 16% shareholder in the Bank.

We received a similar positive reaction from Executives of Acumen Fund, when RB made a presentation on the progress and achievements of NRSP Bank, in which the Fund has also taken 16% share. Prior to RB's presentation, I explained the over two decades of Social Mobilisation undertaken by NRSP in the areas NRSP Bank is operating and the critical role played by the framework of grassroots institutions i.e. COs, VOs, LSOs in the success of the Bank.

The Fund is considering another investment in a for profit company, NRSP is planning to set up to ensure best prices to farmers of their produce by helping them to hold on to their produce in storage facilities made available to them and making credit available to them to tide over their monetary requirements till their produce fetches the right price. On a recent visit to the area. The founder of Acumen Fund, Jacqueline Novogratz, along with RB greatly appreciated the project.

I undertook the visit to Boston University, on the invitation of Dean Prof. Adil Najam (AN) (an ex-Vice Chancellor of LUMS). AN invited me to be a guest speaker at a dinner hosted by him at the University attended by over twenty academics from Pakistan, some with their spouses. I shared with them my experiences of nearly 63 years of working life, especially forty years of fostering institutions of the rural poor men and women under the tutelage of Dr. Akhter Hameed Khan from 1959 to 1999 beginning with Daudzai Project of Pakistan Academy for Rural Development in Peshawar and spanning work with UNICEF in Sri Lanka's Mahaweli Ganga Project, Aga Khan Foundation's Aga Khan Rural Support Programme and its seven replications along with Rural Support Programmes Network (RSPN) and UNDP funded South Asia Poverty Alleviation Programme (SAPAP) and how SAPAP in India inspired by AKRSP, resulted in replication by the Andhra State Government covering 11 million rural households and influenced Union Government to launch National Rural Livelihoods Mission (NRLM) as part of the 12th Five Year Plan in 2011 aiming at reaching 70 million rural poor households comprising 350 millions population. Currently there

are 30 million households organised, from Kashmir to Kania Kumari including 11 million households organised in the State of Andhra Pradesh before launch of NRLM. The main factor in India has been total political commitment and support to the programme of Social Mobilisation since 1996.[29]

In Pakistan, despite ad hoc, sporadic and lukewarm support by Federal and Provincial Governments, Rural Support Programmes (RSPs) have managed to mobilise over six million rural households. Hopefully with provincial government and European Union support, the Province of Sindh, in due course of time, may have over 3 million poor and vulnerable poor households, comprising 70% of the total rural households mobilised and empowered. Like India in Province of Sindh, women are in the lead role leading the community organisation.

The guests evinced keen interest in what I said and I am particularly grateful to AN for honouring me in this way.

In a remote Asian Village, an unusual "International Expert" keeps his feet on the ground and sows the seeds of real progress

NEWSWEEK/JANUARY 5, 1981

Varindra Tarzie Vittachi

OPINION

A MAN NAMED KHAN

I met a rare man the other day. His name is Khan and what gives him distinction is the fact that he is one "International Expert" on village development programs who actually lives in a village I have been in that village, a place miles from what city folk call Anywhere. There is no piped water in the village nor air conditioning, no electrification, not even a toe-powered pankah batting the hot breeze this way and that as was done in the days of the British raj.

Mr. Khan's speciality is that he is a generalist. He knows how to tie together the activities of the irrigation department, the education department, the health department and the public works department so that they help the people for whose benefit, presumably, such departments were established, since he shares the life style of the villagers and knows their local idiom, he has become credible. When he explains, why kitchen refuse turns the rain drains outside their houses into breeding places for the malaria mosquito, or how nursing mothers should-and can-have a balanced diet even if they are poor, and why it is better for their babies to be breast-fed despite the blandishments of "fashion" they believe him.

One result of all this is that the people of the village have begun to be involved and to understand the development process going on around them. The buzzword for it in the operational planning centres is "community participation". Where Mr. Khan lives, that phrase is no longer a piece of pious humbug mouthed by professional bureaucrats and alleged experts in made-to-major safari jackets, but a meaningful response to an understood need.

There are other men and women like Mr. Khan working in other villages on human development programmes, but there are still far to few. In the two remaining decades of this century, many more of these people will be needed if the grant goes of the world community, such as "health for all by 2000" and "literacy for all by 2000" are going to be more than hollow slogans. Even to achieve the less ambitious goals of reducing hunger and eliminating the worst aspects of poverty, the elitist approach to development will have to change. It took two decades for people to realize that the system that was initially established was expensive and irrelevant. It often served as a sinecure for colonial officers left by the receding tide of imperialism. Often these ex-colonials marched of toward what they called modernism. They built dams and highways and hospitals in which the doctors practiced on people when they were already sick, instead of preventing illness through effective health programme. The foreign experts-as well as their "local counterparts-lived in the city and believed that what was good for urban residents was good for those who lived in the villages.

The second set of "experts" came from a wider pool of technicians working for United Nations agencies. They too were mostly city gents bent on "transferring technology" from Europe and America to the developing world. The era of high dams and hydropower plants that loomed like indifferent giants over the heads of the villagers was followed by the era of overpasses and underpasses that became the new symbols of modern development. And still the Third World's foreign debts grew while opportunities for a tolerable life for the rural people dwindled. The people trekked to the cities to find jobs. But the pilgrimage was too late; there were too few jobs to go around.

At the great development planning centre-all in metropolitan cities of the Industrial democracies-some belated lessons were being learned. The benefits of the transfer of technical assistance and money were not trickling down to the villages. As

29. It seems in India and Bangladesh participatory practices have won over the tradition of patronage among the political elites. Pakistani elites to be moving as 'reluctant protagonists' of poverty alleviation.

the experts had expected, social and economic distinctions separating the cities elite and the country gentry from the rural poor were powerful bearers, against an equitable distribution of development gains. “Top down” development strategies-one of those bureaucratic phrases that means less than meets the eye or ear-was found to be ineffective because without the willing and active participation of the people whose lives would be affected, no true social change could occur. At long last it had also become evident that if technical expertise was to be useful, it had to be directly relevant to the village.

This year’s “World Development Report” of the World Bank enshrine these lessons. It says that efforts to improve peoples live must begin where the people are, that human being are what development is all about, that the village community is the building block of national growth. That is indeed a tour de force from a body that has spent thirty years supplying money and experts to finance top-down development programmes. It is a document that has given legitimacy to the notion that villages are bankable even if they can not yet sign a check.

They tell a story about the visit by Robert McNamara the World Bank President to a village in Asia. The area has been developing rapidly because now it has access to water that can be used for irrigating the crop lands. McNamara remarked to a farmer: “I hear you are becoming prosperous”. The farmer replied yes, things were improving. “And what is your annual income now?” asked McNamara “None of your business”, replied the farmer and walked away. That is the most heartening human-development story I have heard in many a year. But perhaps the best thing about it is that the person who tells the story is Robert McNamara himself. And this Asian village is the village in which Mr. Khan lives.

India Conference – Harvard
Empowerment of Women
February 2016

By: Shoaib Sultan Khan

February 6, 2016

Distinguished Delegates!

I am most grateful to my friend Rajsekhar and the organizers for honouring me by inviting to the India Conference at Harvard.

When I look back on over 62 years of my working life, 25 years as Pakistan Administrative Service Officer, 14 years with UNICEF and UNDP, 12 years with Geneva based Aga Khan Foundation and for the last eleven years associated with the Rural Support Programmes of Pakistan in an honorary capacity, I am reminded of the over 40 years of mentoring, of and on, I received from the visionary social scientist Akhter Hameed Khan, who also started his career as a member of the prestigious Indian Civil Service but resigned after nine years in search of development theory for poverty reduction and livelihoods improvement in his own words.

> “What my sneering friends dismissed as my charisma was an acquired skill, a skill acquired after a long period of apprenticeship under British, Gandhian and American masters, a skill further sharpened by the study of many successful models in other countries – Germany, Japan, Yugoslavia, China, India and Israel. I never felt ashamed of long and multiple discipleship. I never pretended to be an original thinker”.

When Akhter Hameed Khan passed away in 1999, Nobel laureate Prof. Yunus wrote to me:

> “It is not enough to say that he was a great man. He was one of the great human beings of the past century. He was so much ahead of everybody else that he was seen more as a “misfit” than appreciated for his greatness … We have a lot to discover and a whole lot to learn from him”,

Akhter Hameed Khan taught me the theory of development comprising principles of organisation, capital generation and human skills development as enunciated by Raiffeisen in 1849.

The Independent South Asia Commission on Poverty Alleviation (ISACPA) set up by SAARC Heads of State in 1991 made one overarching recommendation to the SAARC SUMMIT at Dhaka in 1993 for reduction of poverty in the Region by 2002, namely, that Social Mobilization should be the centerpiece for all poverty alleviation strategies of the governments in South Asia. The Heads of State endorsed the recommendation but did nothing concrete to implement the recommendation.

The World Bank took the initiative to discuss the report which had been endorsed at the highest political level at a workshop at Annapolis in July 1993 and Vice President Wood even offered Bank assistance to the then Government of Pakistan to

operationalize the Commission's recommendation countrywide in Pakistan to ensure implementation of Social Action Programme (SAP) launched at a cost of over 8 billion dollars. The offer was ignored because the funds amounting to US$ 20 million had to be channeled through National Rural Support Programme (NRSP) which had been set up by the previous government, although completely independent and autonomous as a not for profit joint stock company. As a sequel to the workshop, the UNDP launched South Asia Poverty Alleviation Programme (SAPAP) in six SAARC countries in August 1994 after getting consent of the countries to set up demonstration pilots of social mobilization.

It is worth considering why the Commission singled out Social Mobilization as their overarching recommendation for poverty reduction and not micro credit, physical infrastructure, natural resource management, land development, irrigation, forestry, drinking water, sewerage and sanitation, health and education, marketing and livelihood development etc. etc.

It is not that the Commission did not consider these interventions important. In fact it considered all of them equally important and advocated a holistic approach to poverty reduction but it considered Social Mobilization as the sine quo non for a holistic approach and even for implementation of each segment of the poverty reduction module, Social Mobilization as the key to empower the poor to be capable of accessing the resources dedicated for them.

Why am I so obsessed with Social Mobilization? Let me explain. This is 63rd year of my working life of which last 43 years I have practiced Social Mobilization beginning with Daudzai Project in 1972 under the tutelage of Akhter Hameed Khan where I made an abortive attempt to undertake social mobilization through existing government structure. After a brief interval, *UNICEF offered me the opportunity to mobilize the settlers in the billion of dollars Mahaweli Ganga Project in Sri Lanka. The consortium of donors led by the World Bank having invested nearly US$ 5,000 per settler, were getting frustrated at lack of desired results. An injection of only US$ 50 per settler family by UNICEF through the process of social mobilization completely transformed the situation.*[30] I earned even a full one page description of my work in Mahaweli in the Newsweek under the title "A Man Named Khan" in first week of January 1981.

Of course, the opportunity of a life time came my way through the offer by Aga Khan Foundation (AKF), Geneva to initiate the Aga Khan Rural Support Programme (AKRSP) in December 1982. His Highness the Aga Khan promised me US$ 700,000 per year so long as the people of Northern Areas and Chitral benefited from the programme. AKF wanted AKRSP to double the income of the people of Northern Areas and Chitral in ten years. While accepting the challenge, I didn't even think of the target. I will do my best, the rest I left to God. All I had was the theory of development I had learnt from Akhter Hameed Khan and in my view adequate funds promised by AKF which to my great good fortune were generously augmented by no less than eleven donors as the programme progressed.

For twelve years, I experienced and witnessed the miracle of Social Mobilization with a million people. I saw households coming out of poverty. I saw faces of whole villages changing. AKRSP did not go to the villagers with a pre-conceived package of interventions. It enabled them to articulate their portfolio of opportunities at household level and portfolio of projects at village or habitation level. This was the micro investment plan. It was theirs. It was their plan. No one had imposed it on them. This was grassroots planning. Grassroots planning is not telling the people what outside planners feel is good for the rural poor.

Last time on my visit to Northern Areas I went to a village Ahmedabad where 32 years ago I had gone sitting in a basket pulled across the river as there was no bridge on the river. The village with 110 households was totally isolated although the Karakorum Highway passed by it. The village had no access, no road, no school, no health facility, no potable drinking water and no electricity. Today it has everything including two micro-hydels supplying electricity 24 hours and savings and credit fund of over a million rupees. These people would never have been touched by any growth strategy or macro planning. They needed a development strategy which involved each and every household in the development process. Unfortunately this is what our macro planners fail to comprehend. When I asked them what was the secret of their success, their spontaneous response was "we got organized".

When in 1994, UNDP New York asked me to take the lessons learnt in Northern Areas and Chitral through AKRSP to South Asia, I had no hesitation in accepting the challenge. The problems of the poor are the same wherever they may be. Their handicaps and deprivations are the same. Similarly the theory of development is equally applicable irrespective of country, religion, caste or politics.

What I had learnt through AKRSP after having dialogues with over 2,000 Village and Women Organizations comprising nearly 100,000 households were four essentials of success, namely:

i) willingness of the households to organize to enable them to unleash their potential;
ii) presence of an honest and competent leader in each organized community of men and women who understood the vision of social mobilization and led the organization;
iii) a dedicated and committed support organization of professionals to provide social guidance for achieving (i) & (ii) above; and

30. It is not more spending but better spending that makes the difference. What is surprising is why it is so hard for many donors and governments to understand such a simple message.

iv) adequate availability and commitment of resources to implement the Micro Investment Plans identified by community organizations.

In eight years of my sojourn through Bangladesh, India, Maldives, Nepal and Sri Lanka, I did not come across a single community which was unwilling. I also found no dearth of honest and competent local leaders which I felt was the real Social Capital of the community. Of course sometimes the honest became dishonest but a vibrant and viable community organization was adequately able to deal with such situation, understandably with some facilitation by the Support Organization but never trying to resolve, which has to be done by the organization itself if it is to be lasting.

SAPAP undertook demonstration pilots with avowed goal to upscale. In Maldives, an Atoll with 14,000 population was considered an effective unit whereas in India I was advised to take a demonstration comprising ten million people. I argued it does not matter how big an area is selected because like the Chinese proverb "a journey of thousand miles begins with the first step". We wasted one year in experimenting adopting a campaign mode. Finally, my friend Venugopal, Secretary to Prime Minister intervened and persuaded the Chief Secretary of Andhra Pradesh to assign K. Raju IAS to work with SAPAP. Raju immediately understood what I was advocating and reduced the demonstration canvas to only 20 Mandals spread over three districts. If SAPAP succeeds in 20 Mandals, it would have made a case for upscaling to 1100 Mandals of the State.

Andhra Pradesh was already implementing a Development of Rural Women and Children Programme where women were being encouraged to form groups of 15 and have daily savings of Rupee one for six months which would entitle the group to receive a revolving fund of Rs. 25,000. The idea was that thereafter the Self Help Groups (SHGs) so formed would link up with the specialized banks like NABARD and other commercial banks.

SAPAP noticed that the expectation was ill placed that NABARD or other Banks would link up with SHGs in such a short time and with little experience and capacity building of SHGs in credit and savings operations. Hence in SAPAP Mandals the focus was on capacity building of existing and newly formed SHGs and adequately providing capital to SHGs on the basis of their portfolio of opportunities identified at household level. It soon became apparent that the amount of Rs. 25,000 was highly inadequate and most of the SHGs simply equally divided up the money amongst the 15 members. Of the 8,500 SHGs formed prior to SAPAP by DRWACA, no more than 211 had accessed capital from banks. With Raju at helm of affairs from 1996, I persuaded UNDP to allow SAPAP to make provision for adequate resources through Seed Capital as investment in organization to meet the credit requirements of each SHG. In due course of time, SHGs matured to the level that Banks started courting them to take credit from them.

AKRSP's holistic approach of development only became clear to SAPAP India when Raju and his SAPAP team visited Northern Areas of Pakistan in 1996 and saw for themselves how the tremendous potential of men and women can be harnessed and unleashed by organizing households through the process of social mobilization. SAPAP India picked up the concept of village organization from AKRSP and further improved it by fostering even a higher level of community organization at Mandal level. Thus the SHGs in a village became the building block for Village Organizations (VOs) and VOs became building block for Mandal Mahila Samity. Once VOs were formed, they adopted the holistic approach to development and the Mandal Samities became the financially viable support organizations for VOs including wholesalers of credit capital accumulated through seed capital in each Mandal. Many VOs formed even their own Mahila Banks pooling their own savings generated by SHGs and the Seed Capital they received. But the VOs and Mandal Samities main contribution was linking up with Mandal government departments and programmes and with commercial banks, private sector agencies and NGOs.

In 1995 I had met women groups who were being paid as little as Rs. 5.00 per day for weeding fields.

Being the largest country in the region, it was the greatest challenge to SAPAP to make a difference to the lives of women and their households in India. The 20 Mandals which SAPAP took as demonstration area for empowerment of women and poverty reduction have a different story to tell today. On my visit to Andhra Pradesh to SAPAP Mandals, I had never seen such a tremendous transformation in a short period of five years in the lives of the people especially the women, not only in terms of economic empowerment but in every aspect of life. Given the opportunity and support by SAPAP these illiterate rural women demonstrated dynamism, managerial and productive skills and a sense of responsibility and sensitivity to social evils such as bonded and child labour, social discrimination, indifference or excesses of local bureaucracy that one had to see to believe it. The support of the Government of Andhra Pradesh to SAPAP was exemplary and when on my request Ms Meiko Nishimizu, the Vice President of the World Bank after a four day field visit to SAPAP Mandals in 1999 called it "UNDP's Miracle" and offered the State Government every help to replicate SAPAP in the State, the offer was embraced by the Government. She wrote to me:

> "I have just returned to Washington and did not want my time to pass on by before sending you a note of deep appreciation for making my dream visit to AP possible.
>
> Every time I visit South Asia, I learn and grow as a professional. But the visit to India with you was extraordinary in many ways. I gained invaluable insights into foundations of poverty alleviation as an economist and a development banker. I feel I also grew a little wiser perhaps as a human being. That fire in my belly is definitely back again and so are the stars in my eyes. It was one

of those trips, I wished never to end and felt as if I lived a thousand lives now that it has ended. I do not know how to thank you enough. Thank you all the same from the bottom of my heart and with my soul".

Although I was no more with UNDP, the Government of Andhra Pradesh still asked me to come to help them in implementing the World Bank assisted programme and I received an email from the Principal Secretary of the newly inducted Congress State Government asking me to come to Hyderabad again to inspire the programme staff.

On my visit on March 22, 2003, the sight of 10,000 plus women members of Self-Help Groups (SHGs), Village Organisations (VOs) and Mahila Mandal Samakhyas (MMS) assembled to say thank you to celebrate achievements of SAPAP waving SAPAP/ UNDP flags was more than enough to convince anyone about the tremendous achievements of SAPAP in Indian State of Andhra Pradesh and the efficacy of the strategy of social mobilisation for reduction of poverty. The address by women activist Zubedabi listened to in pin drop silence by this massive gathering reflected the quality of the cadre of activists trained by SAPAP. State Minister Reddy speaking to the throng lauding the great achievements of Orvakal Mandal by SAPAP where the SAPAP celebration was being held, spoke of the State Government's decision to emulate Orvakal Mandal's example in the remaining 1100 Mandals of the State. The Velagu Programme based on SAPAP was taking the work done in 1,000 villages by SAPAP to 30,000 villages in the State. The architect of Orvakal was Vijayabharti. I am so happy she is here today.

In April 2005 when I visited Andhra Pradesh, I was told that in a span of 7 years, almost 75% of the organised households had risen above subsistence level. When I doubted this statement, the women insisted on taking me to their homes. I visited a number of houses which I had visited on my first visit in 1996 which had barely any amenities of life available. I was wonderstruck to find modern amenities like T.V., telephone etc., in the houses. In one house, I did not see TV and I asked the lady if she had been left behind others. She asked me to visit her backyard where more than 35 goats were standing. She explained her children are young and unlike other children, do not insist on going to neighbours to see the TV. Hence she made her choice of preferring goats to TV. This reminded me of Nobel Laureate Amartya Sen's book "Development As Freedom".

I also met the ex-Chief Minister Chandrababu Naidu. He asked me how does one reduce poverty as even reaching 7-8% growth rate did not do it. I urged him to visit SAPAP Mandals and not to be carried away by campaign modes whereby 5.5 million women were organised and Rs. 1,800 crores generated as savings capital in two years without regard to the social mobilisation process which took 7 years in SAPAP Mandals to mature. He asked me innocently can't this process be accomplished in a shorter time frame. I assured him what SAPAP Mandals achieved in 7 years, is no less than a miracle. Even the Millennium Development Goals set by the UN, expected to achieve 50% reduction in poverty in a span of 15 years. What SAPAP Mandals had achieved in 7 years is far beyond that goal.

When UNDP through UNOPS assigned me the responsibility of SAPAP in August 1994, my job was only to identify one person in each country who would understand and implement the concept of social mobilisation, whose challenge was to put a team together of social organisers and others who would help foster organisations for poor men & women, identify and train a large cadre of village activists – the social capital of the community, to manage and support thousands of community organisations. That I was lucky to find that one person from India, namely K. Raju who made SAPAP a success followed by equally committed and dynamic successors like Vijay Kumar, IAS and Rajsekhar IAS.

However, the real credit for the success of SAPAP goes to Village Activists the Social Capital of the communities. It is they who converted recommendations of the Independent South Asia Commission on Poverty Alleviation, endorsed by SAARC Heads of State in 1993, pertaining to social mobilisation into practical operational demonstration in India.

In July 2008, I was again invited to Andhra where by now over 10 million rural women households had been organised and helped in accessing in 2007-08 over US$ one billion from commercial banks for agricultural and other activities.

When I asked late Mr. Reddy, Chief Minister of Andhra Pradesh in 2008, the rationale for giving interest subsidy. He said it made political sense to do so, if by spending 3000 million, the commercial banks could be persuaded to lend 35,000 million costing only 3% to the poor people, what better use there could be of public funds.

Andhra has been able to demonstrate an approach of poverty reduction encompassing 11 million rural poor families which has no parallel anywhere in South Asia including Grameen Bank. Andhra has found the solution to rural poverty comprising:

i) a three-tier institutional grassroots framework of Self Help Groups (SHGs), Village Organizations (VOs) and Mahila Mandal Samakhyas (MMSs);
ii) an independent and autonomous sensitive support organization like Society for Elimination of Rural Poverty (SERP) for fostering a statewide 3-tier grassroots institutional framework;
iii) an interest-subsidy policy for the poor matched with priority banking by scheduled banks for the poor;
iv) a state-wide housing subsidy for the destitutes and shelterless identified by VOs:
v) full and active support by the State and district administrations under the direction of the Chief Minister and the Minister for Rural Development; and
vi) pro-poor Union Government policies such as the employment guarantee scheme and other pro-poor initiatives.

This edifice has been nurtured by the State Government, personally by the Chief Ministers and the Ministers of Rural Development. This is the most critical support. Without this support, the edifice would not have been able to achieve much. I only wish in every State and in every country we could find such champions of the poor as the CM and the Minister as in Andhra Pradesh, it will only be then that poverty will become history which I am confident it will be in Andhra.

I also paid a visit to Rajiv Gandhi Mahila Vikas Preyojana in Sultanpur-Amethi and met Mr. Rahul Gandhi. I was most impressed by his perception and understanding of the process of social mobilisation harnessing the potential of the people and his empathy and compassion for the poor and the down trodden and how he is determined to reach each and every poor household not only in UP but the whole of India. With such champions of poverty elimination, the goal of a poverty free country is certainly attainable. The village I visited with Mr. Gandhi, the women described the changes and transformation in their lives as follows:

> The SHGs (Self Help Groups) members of Teri who had now federated in Cluster Level Association (CLA) at village level narrated their experiences since getting organised
>
> After formation of SHGs and CLA, the women said that many of their problems have been solved. Many narrated how they were indebted borrowing money at 10% per month, now the SHG offers credit at only 2% per month, thus saving them Rs. 8 per month per Rs. 100/-. One member described how she was able to redeem her plot of land by paying off her debt through acquisition of cheap credit from her SHG. Another one described how an initial loan of Rs. 2000 from SHG for a sewing machine helped her build her credibility and subsequently enabled her to borrow money for buffalo and even a tractor. Another case study was of a member who started borrowing small sums from SHG and repaying in time graduated borrowing large sums for buffaloes which has enabled her to send her children to school for education. Another story was of starting with a Rs. 5000 loan from SHG going upto Rs. 30,000 and now she possessed cows and buffaloes and repaid every penny of the loan. Another heartwarming story was of a women whose husband was out of job when their son fell ill. With SHG support, she got her son treated in hospital. Even her house fell down due to heavy rains but the SHG did not give up on her and helped her in every adversity to get on her feet. Today she was in a position to send her child to a good school paying Rs. 2600 fees per term quarterly.
>
> When asked how many of the 104 households of Teri were destitutes and what the SHGs or the CLA has done for them. A couple of destitutes came forward and described how they have been helped by SHG/CLA. In one case the villager sold his land to build a house for himself and had nothing now for livelihood. The SHG was debating how to help the family for livelihood.
>
> The women claimed to have been empowered since they got organised in SHGs and formed the CLA. One of their members complained against her husband for maltreatment and beatings. The SHG/CLA decided to act and confronted the man against his cruel behaviour towards his wife. The man threatened to beat the SHG women and shouted at them saying it was a domestic matter and none of their business. A group of thirty women went to local police station and complained against the culprit. The Police Officer came immediately and took the man away and locked him up. The next day the women asked the Police Officer to release him without registering a case against him because they only wanted to teach him a lesson. The man has been on his best behaviour since then towards his wife and towards all the women of the village. The women stated but for their SHG/CLA, they would have suffered in silence as they used to do prior to RGMVP. Now even the Pradhan (Chairman) of the Panchayat takes them seriously if they go with any request.

In 2011 when I met Rajulji, he wanted development as a right, just as right to information, right to employment have been enacted. He was fully convinced that the SHG and the institutions of the people built on it are like a computer which have the capacity to absorb any programme you feed in. He envisioned in the future the framework of grassroots institutions playing an important and vital role in rural-urban migration in a planned way.

I must make particular mention of the enlightened leadership provided by the Indian Minister of Rural Development, Jairam Ramesh. Of the national politicians, he was the first to recognize the potential of what was being done in Andhra and gave it his full support. He also institutionalized the replication of the programme through the National Rural Livelihoods Mission (NRLM) with World Bank support of US$ 1 billion out of US$ 5.1 billion. The World Bank acclaims it as the largest poverty reduction programme in the world.

NRLM aims to cover 6,000 Blocks, 700,000 Villages in the next five to seven years. It is addressing the challenges of convergence with elected local (Panchayati Raj) institutions and the government departments besides NGOs. He publically acknowledged Pakistan's contribution in the following words:

> "Shoaib Sultan Khan pioneered the concept through his landmark Aga Khan Rural Support Programme (AKRSP) in Pakistan ……
>
> With the support of UNDP, he introduced the concept of poverty reduction through community organisations through South Asia Poverty Alleviation Programme (SAPAP) in India and other South Asian Countries. The Pilot initiative of SAPAP led to a full-fledged programme based on the principles of development through community organisation under the Society for Elimination of Rural Poverty (SERP) in Andhra Pradesh with the support of World Bank. The project has seen the journey of over ten million organized households from despair to hope, from diffidence to confidence, from subjugation to empowerment in last decade.

> The spirit of community empowerment has continued to thrive in India since then … and thus has much to benefit from Shoaib Khan's vision and efforts"..

Recall that the Pakistan rural support programmes are older than the Indian programmes by at least a decade. These programmes are widely acknowledged to be highly successful, and in fact provided the model and the inspiration for the Indian programme. Yet, it must be admitted that the Indian programme, especially the one in Andhra Pradesh has been able to go beyond its source of inspiration in terms of coverage as well as achievements. Why has this been the case?

First, it is clear that long-term political commitment and support for the strategy of social mobilization in India has helped achieve miraculous results. The fact that this support was able to transcend a major political transition is most exemplary. Poverty eradication is a common political agenda and should unite rather than divide political protagonists.

Second, because of the political support and ownership, India has been able to build a top class pool of professionals largely from government, whose commitment, dedication and sensitivity towards plight of the poor made a success of the programmes.

Third, the sustained governmental support has also translated into a cascading of institutional development. Unlike Pakistan, NRLM is a mainstream programme of Government of India, which can nurture and invest in state programmes. This provides it both legitimacy and viability.

I am waiting for the day when Federal and other Provincial Governments will emulate example of the State of Andhra Pradesh..

Note for Record

By: Shoaib Sultan Khan
April 13, 2017

Subject: Visits to New York, London and Kenya in first quarter of 2017

I was greatly touched by my friend Hakim Feerasta's email from Canada that no communication from me had him concerned. I am quite well and fairly active.

The first quarter of 2017 ushered lot of travel. In early January I was invited by American Pakistan Foundation Offsite to discuss plans for 2017 for the organisation, preceded by a dinner the previous evening in which I was to have a conversation moderated by Clare Lockhart, Co-founder, Institute of State Effectiveness. We had conversation about concept of community driven development (CDD) and its implementation through my experience of over last six decades, when I first met Akhter Hameed Khan and followed his teachings since 1959. Clare was fully conversant with Aga Khan Rural Support Programme (AKRSP) and how AKRSP had inspired Afghanistan's National Solidarity Programme (SDP) with which she was directly associated. I thoroughly enjoyed an hour of conversation with her and was very pleased when over thirty members of APF not only listened to our conversation but at the end asked many insightful questions led by Mr. Riaz Siddiqi, Chairman of the Foundation. I was delighted to meet Vanessa O'Brien, a British-American mountaineer, who held the Guinness World Record of being the fastest woman to complete the Explorers Grand Slam i.e. Seven Summits Plus Skiing to the last degree to the North and South Poles. She had summited four of the World's 8000 meter peaks, including Mount Everest and in June 2017 will attempt K-2.

The next day Rashid Bajwa and I participated in the APF Board meeting to explore opportunities and connectivity of the talent, diversity and dedication of APF's enhanced leadership, relating to diaspora engagement and impact. The meeting covered current state of US-Pakistan Bi-lateral Relationship, Political Engagement within Pakistan-American diaspora, Business Opportunities in the US-Pakistan relationship and APF programme framework.

I explained how Rural Support Programmes (RSPs) since inception of AKRSP in 1982 are trying to go to scale and have a countrywide programme of poverty reduction. RSPs are, therefore, not looking towards APF for organising fund raising functions. RSPs objective is to access bilateral donor funds given to Pakistan. RSPs would like APF to influence USAID, Congress and the Senate how best US funds can be effectively used to reduce poverty in Pakistan through RSPs.

My friend Kashif Zafar, a most senior executive of Barclays Bank, who got us invited by APF and has been supporting RSPN/RSPs since 2010, on my return from New York hosted a dinner in London inviting a galaxy of Pakistani bankers and others to interact with me. I was delighted when he wrote to the guests, copied to me "Thank you for taking time to attend the dinner tonight with SSK. I am grateful for your participation and I know that the fan club of RSPN and Shoaib Saheb grew tonight in a way that will have a big multiplier effect in the months and years to come". To me he wrote "Thank you for staying late to answer all the questions and for inspiring us all in a manner that only you can". I know how generous and kind Kashif is but I could not have asked for more for my effort. Kashif has been propagating RSPN/RSPs at every imaginable forum including British Houses of Parliament, Media Houses like Telegraph, Le Monde, Huffington Post etc., the US Congress besides APF and BPF. His selfless pursuit of helping rural poor of Pakistan through RSPN/RSPs has been a peerless asset for us.

Before leaving New York, Rashid and I also made a courtesy call on founder CEO of Acumen Fund Jacqueline Novogratz, who is a shareholder in NRSP Bank. Subsequently I received an email from Jacqueline saying "I am always so inspired at your commitment, perseverance and love of the world …… In thinking about our conversation, it struck me that I missed an opportunity to talk to you more fully about our upcoming gathering of Acumen Fellows. This is a meeting of over our 400 Fellows in Naivasha, Kenya. It would be an honour if you would consider being interviewed and participating in three day seminar. Even if you come only for one day, I am sure you would change the lives of many of the world's future leaders". How could I refuse such a magnanimous and kind invitation? So off I went to Kenya in mid-March.

Like APF event, I was interviewed by Pat Mitchell, a seasoned media personality who had spent years at CNN. This was a plenary session being attended by all the Fellows. In her inimitable way Pat was able to give me opportunity to describe and explain all facets of the influences on my life and career and the role played by Akhter Hameed Khan and lifetime opportunity afforded to me by AKRSP and its replication in Pakistan and countrywide in India.

Attending Acumen Fellows Global Gathering was an amazing experience and learning for me. I had never been really able to understand what Social Enterprise is? Listening to the Fellows it dawned on me what Social Entrepreneurs do? But it was also quite clear to me these were Jacqueline's brand of Social Entrepreneurs, not the product commonly touted in the name of Social Enterprise. I can well comprehend because I face the same dilemma about making people understand what Social Mobilisation is. Everyone flaunts Social Mobilisation as their strategy doing something quite different.

How does one persuade Presidents and Prime Ministers of Developing Countries to make Acumen brand of Social Enterprise the centerpiece of their youth employment creation strategies. Acumen Social Entrepreneur not only are self-employed, they create jobs. Instead of spending billions of dollars on ineffectual youth employment generation schemes if governments would pursue fostering Acumen type Social Entrepreneurs, the employment problems of youth would be history.

There were 76 Fellows from Pakistan amongst the 400 strong gathering. The stories Fellows narrated were most heartwarming. One of the Fellows from Pakistan, a Baloch Girl settled in Mirpurkhas, narrated how everyone in her family was opposed to her going to school. Her uncle came to her rescue and gave her a name common to males and females and asked Shamim to attend school as a boy, which she did upto middle grade and then somehow continued and got a degree and was selected for a job in Thardeep Rural Development Programme in Tharparkar. Her father forbid her from leaving Mirpurkhas. At night she went to her father and told him she was catching the bus to Tharparkar in the morning and had come to say goodbye. In the morning she was thrilled to find her father at the bus stand to see her off. She subsequently joined the Education Department and is now pursuing doctoral degree. Every girl in her family is now going to school. Those who opposed her going to school now come to her to help them to send their daughters to school.

There were many stories of entrepreneurs how with small help from Acumen, were now offering employment to many others. Many Fellows came to see me, after the interview, from different countries asking how they can initiate RSP type programme in their country. Some Fellows from Pakistan contacted me, even on my return and came to see me. I am simply amazed what they are doing be it Lahore, Rawalpindi or Nawabshah.

On my letter of thanks to Jacqueline, she responded:

Dear Shoaib sb,

Oh my goodness! You beat me to writing to you. It is for me to thank you with a thousand roses if I could. You are so extraordinary and it was such an incredible honor to have you there.

I cannot thank you enough for taking a 22-hour flight to spend four days with 400 global souls in Naivasha. You inspired every person there by your lifelong commitment, your persistence, your unwillingness to capitulate to the easy. Please know what a difference it made. You changed lives through your story and your presence, the impact of which we may not know for many years.

I would love to have better answers to the questions you ask. I will be in Islamabad on April 6-7 to speak at the Nutshell Forum and apparently have been invited to dinner with the PM. Any advice you have for being more effective in telling our story there would be so appreciated!

It is an honor to know you, Shoaib, to be your partner, and I couldn't be more grateful nor feel more blessed. I look forward to many adventures in the future and send the appreciation and love of the entire Acumen community.

With love, gratitude and respect

Jacqueline

The visit to Kenya turned out to be an unfathomable joy for me when my daughters Roohi and Shelley flew from Europe to be with me, at half an hour away Resort from Great Rift Valley Lodge where Acumen Gathering was taking place. Very few people know the contribution and sacrifices my family made in reaching where I am today.

As a Government Boys College Student, I fell in love with a girl, a distant cousin, who was studying at a Hindu Girls College. She used to observe purdah from me. How we used to meet, I cannot divulge that secret. In a couple of years, I had finished college and had to move to Lucknow University, hundreds of miles away. Musarrat was a beautiful girl from Frontier Province but had been adopted by her maternal grandmother's sister and was brought up miles and miles away from her ancestral home at Dera Ismail Khan. She had lot of suitors. We decided to get married. She was so headstrong that her adopted grandmother acquiesced. My family ex-communicated me and cut off all relations as they felt that this was the end of my education. I had four years of university education ahead of me but Musarrat was determined to see that I complete it she would send her pocket money to me by post. Once the postman, who used to deliver the letters at the University hostel, suspected there was something fishy and my envelopes started disappearing. I had to warn Musarrat against this practice. In the meanwhile we had a baby but that did not deter Musarrat. In my post graduate studies when I wanted to study History, Musarrat put her foot down and persuaded me to do it in English Literature. The reason she gave was that her father had done doctorate in History from University of London and was too argumentative.

In my final year I persuaded Musarrat to go to her parents' house in Peshawar with our daughter. She reluctantly agreed and I followed her after my examination. My degree in English Literature got me a job in a degree college immediately as there was cute dearth of qualified lecturers in English in Pakistan.

Having been brought up in a civil servant's house, my ambition was to compete in civil service competitive examination. Having cleared the examination in Pakistan, I needed domicile of a province but the Government of Pakistan, Establishment Division declined to accept my domicile from the Frontier Province, although since my arrival in Pakistan I had lived nowhere but Frontier Province (now KP). I was lecturer in Jahanzeb College Swat. Musarrat could not tolerate this injustice to her husband and went straight to Dr. Khan Sahib,

Federal Minister from Frontier Province. Musarrat's father was a staunch Muslim Leaguer. Dr. Khan Sahib was ANP. Musarrat did not tell her father where she was going. Dr. Khan Sahib was in Karachi. Despite political differences, Dr. Khan Sahib rang up the Establishment Secretary and made him accept my domicile. That is how I got into the civil service in 1955.

Throughout over 62 years of our married life, she made every kind of sacrifice and suffered all kinds of hardships to propagate my career, be it initial years of service in the then East Pakistan or since 1978 allowing me to be in Nagoya, Sri Lanka or Gilgit because at none of the places, she could be with me. She not only took care of the family but gave our four daughters an upbringing and education which has always made me proud. She went away to a better world four years ago but left the greatest gift of loving daughters. They dote on me and worry too much about my welfare. At every possible opportunity they try to be with their father. Even Jacqueline was touched by their solicitude and wrote to them, it soothes to her heart to know that I am so beloved at home.

Note for Record

By: Shoaib Sultan Khan
November 5, 2018

Subject: The Pakistan Society Annual Dinner Award given by the Chief Guest His Highness the Aga Khan on October 25, 2018 at the Dorchester, London

I have always said that my life is a bundle of coincidences. The Pakistan Soceity Award was also one such coincidence. The CEO National Rural Support Programme (NRSP) Dr. Rashid Bajwa with his wife Behjat happened to be staying at the East India Club, which has mutual arrangement with Islamabad Club, to accommodate each other's members. They were having lunch and Rashid was teasing his wife speaking in Punjabi which she is not well versed in. Listening to them was the Executive Committee member of the Pakistan Society Solicitor Saamir on the adjoining table. He came up to Rashid's table and introduced himself in Punjabi. He often came to have lunch at the club.

In conversing with each other's work Rashid spoke about his work and his association with me over the last 25 years in NRSP. Rashid spoke in such glowing terms about me that on return to Pakistan, he got an email from Saamir asking a write-up on me addressed to the Chairman of the Pakistan Society Sir William Blackburne, as Saamir was putting up my name for the Society's Annual Award to the Executive Committee.

Saamir had never met me and when he met me in London, he told me quite a few names were put up by other members but looking at what Rashid had written a consensus was reached on my name. Saamir also told me when the Chairman Sir William asked the Society Vice Chairman Sir Nicholas Barrington, former High Commissioner in Pakistan, Sir Nicholas responded "You could not have selected a better person".

At the 65th Annual Dinner of the Society, Sir Nicholas introduced me to nearly thousand guests at the Dorchester Hotel where His Highness the Aga Khan was the Chief Guest.

Attached is my acceptance speech

Acceptance Speech

By: Shoaib Sultan Khan
London, October 25, 2018

His Highness the Aga Khan

Chairman The Pakistan Society Sir William Blackburne

My friend and supporter Sir Nicholas Barrington

Distinguished Ladies & Gentlemen

When I look back on 65 years of my working career, 25 years in Government of Pakistan, 12 years with United Nations, 12 years with Aga Khan Foundation and the rest in an honorary capacity with Rural Support Programmes in Pakistan, the opportunity of a lifetime was offered to me by the Aga Khan Foundation (AKF), to implement a Programme based on time tested fundamental principles of poverty reduction, which I had learnt from a visionary Akhter Hameed Khan, while serving in the then East Pakistan in late fifties. Akhter Hameed Khan was a member of the ICS but had resigned from the service in search of subsistence holder's development model. On his death Nobel Laureate Prof. Younas of Grameen wrote to me that he was a great human being of the twentieth century, much ahead of his time and we have a great deal to learn from him.

While in government I tried to implement Akhter Hameed Khan's conceptual package for development of rural poor with little success. I left Pakistan and joined UNICEF in Sri Lanka.

It was there in 1982 when I was approached by Geneva based Aga Khan Foundation (AKF) to initiate their Aga Khan Rural Support Programme (AKRSP) that gave me the opportunity to implement Akhter Hameed Khan's principles of development. Being once unsuccessful in Pakistan, I asked AKF's Director Special Programmes Bob Shaw to secure my services on deputation from UNICEF. Bob Shaw and his General Manager Bill Spoelberch persuaded His Highness to write a letter to Executive Director James Grant of UNICEF to second my services for five years.

After three years when I resigned from UNICEF,I received a message that Mr. James Grant wants to visit AKRSP. He flew directly on PIA flight from New York to Islamabad, where he got on the helicopter to Gilgit which HH had provided to AKRSP

much against opposition. HH refused to withdraw the helicopter saying everyone thinks it is like a bee in my bonnet, unless it was used and he was proved wrong, he was not going to withdraw it. HH was proved right. After two days of extensive field visits he returned to New York. On leaving Gilgit he told me he came to find out why I had resigned from UNICEF and if he was in my place he would have done the same.

I had met His Highness (HH) for the first time in 1964 at a luncheon hosted in his honour by Commissioner Peshawar, where I was invited as Deputy Commissioner, Kohat alongwith my wife Musarrat. In her conversation with His Highness, Musarrat mentioned about our two overland journeys from England to Pakistan. On a query by His Highness which country she liked most, Musarrat responded Switzerland. His Highness advised her to visit Northern Areas of Pakistan comprising Gilgit, Hunza, Nagar, Baltistan and Chitral. The second time I met His Highness when I got the privilege of receiving and seeing him off as Commissioner Karachi in 1972. His Highness told me it had taken him twelve years planning to embark on establishing the Aga Khan University at Karachi.

I wish my wife was alive today, she would have been over the moon to see me receiving an Award from His Highness here. She suffered all the hardships and with the help of my eldest daughter Roohi, took care of the family. I am glad my two daughters Afshan and Shelley are here this evening alongwith their cousins Leena and Nida. When in 1988, our world came crashing down with the death of my third daughter Falaknaz with her two children in a tragic accident, His Highness flew us from Islamabad to Aiglemont to condole with us. His comforting words that the one hundred thousand families of Northern Areas are also your family and if your daughter was alive, she would have never liked you abandoning them. His kind words of compassion and empathy were the greatest source of solace to us.

AKRSP was fortunate that many donors supported including British High Commissioner in Pakistan Sir Nicholas Barrington, who facilitated a grant of GBP 5 million for AKRSP's Chitral programme, for which I was told Foreign Secretary Sir Douglas Hurd had to personally certify that the grant will not be used for Pakistan's nuclear programme. Sir Nicholas even personally rebutted by writing a letter to a national newspaper which carried a false story about malpractices in Chitral AKRSP and also wrote a letter to the Prime Minister of Pakistan about the false propaganda against an excellent programme which he personally visits. I have yet to see a diplomat who would defend truth in this way. A visit by Netherlands Ambassador Von Geen resulted in funding for AKRSP Baltistan and German Ambassador Vestring's visit enabled AKRSP to start programme in Astore in Diamar district.

Above all it was His Highness's personal interest which took AKRSP to the heights it reached. In my first meeting with His Highness after taking over as General Manager AKRSP, *His Highness said to me in geo political terms the area is highly sensitive and islands of prosperity will not survive*. He wished every household in the area irrespective of sect to benefit from AKRSP. His Highness further added that AKRSP was his programme and gave me permission to come directly to him in case I encounter any problem. Many a time when he would come to Pakistan, he also visited Northern Areas and some time for whole day visiting many villages inspiring all AKRSP communities and staff. He would climb heights to see projects.

AKF Geneva persuaded World Bank to assess AKRSP every five years. On their first assessment, they observed that the first four years of AKRSP are missed four years of all World Bank and other Rural Development projects in the world because unlike AKRSP process approach, they adopt a blue print approach. On the second evaluation after ten years, the Bank concluded that in ten years AKRSP has in real terms doubled the income of the million people living in the Northern Areas.

Around this time, SAARC Heads of State set up an Independent Commission for Poverty Alleviation. The Commission recommended making AKRSP Social Mobilisation approach the centerpiece of all poverty alleviation strategies of the governments of South Asia. The World Bank picked up these overarching recommendations which received full endorsement from 1993 SAARC Summit of SAARC Heads of State and convened a Donor and International Development Agency meeting. At this meeting, I was approached by Henning Karcher of UNDP New York if I would be willing to implement their regional programme called South Asia Poverty Alleviation Programme (SAPAP) to take lessons from AKRSP to South Asia. With Bill Spoelberch's help, His Highness saw me at Paris in his house behind Notre Dam. When my daughter, Shelley asked a French Policeman the direction to the street, he asked why do you want to go there, there is only one house on that street.

I sought His Highness's permission and blessing to take this assignment which was one of the two objectives of AKRSP developing a replicable model for Pakistan and the Region. HH wished that I should remain associated with AKRSP,UN agreed to allocate 10% of my time to AKRSP.I still continue to be on the Board of AKRSP to date.

In Pakistan, AKRSP has been replicated through eight similar not for profit joint stock company although due to resource constraint, these Rural Support Programmes (RSPs) have been able to reach 7 million households only. However, in India with full Government of India and State Government's support, over 30 million households have been covered and in 2011 adopting the conceptual package of AKRSP, according to World Bank, the largest rural development project has been launched through National Rural Livelihoods Mission (NRLM) to reach 70 million households comprising 350 million people.

I am overwhelmed with humility and words fail me to express my thanks and gratitude to Chairman Sir William, Secretary Shama Husain, Executive Member Saamir, for honouring me this evening and that too in the august presence of my patron His Highness the Aga Khan.

Note for Record

By: Shoaib Sultan Khan
July 13, 2018

Subject:- Sojourn Abroad

An invitation on behalf of Ambassador Zamir Akram, Chair Rapporteur of the Working Group on the Right to Development, to make a presentation on the implementation and realization of the Right to Development, at an interactive dialogue of Geneva based UN Human Rights High Commissioner's Office, on April 24, 2018, got coupled with a meeting at Brussels with EU Director Asia and seven of his officials, on April 27 followed by an invitation to participate in a Panel Discussion on empowerment of women on the European Day on June 6 again at Brussels, resulted in the Sojourn Abroad.

At the dialogue, I posed the question when we talk about Right to Development, whose right we are talking about ?

20% of the World population consumes 80% of global resources. The poorest 20% only account for 1.3% of global resources. The majority of the deprived live in rural areas of the developing countries. In South Asia the South Asian Association for Regional Cooperation (SAARC) set up a Commission for Poverty Alleviation, which made an overarching recommendation that the centerpiece of a policy framework for poverty alleviation has to be the mobilisation of the poor, in order to enable them to participate directly in the decisions that affect their lives and prospects.

The Commission argued that the existing Administrative and Political Pillars of the State have no capacity to engage all or overwhelming majority of the people especially the vulnerable or the poor in planning implementing and monitoring their own development.

The Commission recommended fostering of a third Pillar to fulfill Lincoln's dream: Democracy OF the people BY the people and FOR the people. The Administrative and Political Pillars are By the people and For the people but the missing link is institutions OF the people. The Commission recommended to Governments of South Asia, which SAARC Summit endorsed, that for building institutions of the poor, governments should support financially and administratively the establishment of independent non-governmental and national level support mechanism to catalyse formation of organisations, as social guidance required to achieve this objective, cannot be undertaken by government departments or traditional NGOs. It requires an institutional mechanism which has the resources of the government and flexibility of an NGO and the examples they gave were of Pakistan's Aga Khan Rural Support Programme (AKRSP) and the Government of Pakistan financed National Rural Support Programme (NRSP).

With the support of UNDP and World Bank between Pakistan and India, there are over 18 million organised households of the rural poor comprising nearly 90 million population. In 2011 India launched National Rural Livelihoods Mission to organise 70 million households reaching 350 million population.

The South Asia Poverty Alleviation Programme launched by UNDP in 1994, as a sequel to SAARC Commission's report set up demonstrations of Support Organisations besides India in Bangladesh, Maldives, Nepal and Sri Lanka also. The Aga Khan Development Network has introduced the concept of the missing pillar in eight countries of Africa and Asia.

Social Mobilisation is a holistic approach including human resources development, credit and savings and an interest free community investment fund, technical assistance in natural resource management, development of local level physical infrastructure and linkage of the institutions of the poor with government departments, local councils, NGOs, commercial and development agencies.

Social Mobilisation is a proven approach to the achievement of Right to Development of the rural poor and speediest investment to the achievement of SDGs. The officials of the High Commissioner's Office commended me on giving a practical example how the concept of Right to Development can be operationalised.

Prior to the dialogue, a luncheon was hosted by Pakistan's Ambassador and Permanent Representative at Geneva UN Mission Farukh Amil, in honour of Ambassador Zamir Akram attended by Ambassadors of China, Cuba, Russia, Venezuela, Bolivia, Ecuador, European Union, Egypt, Lebanon, Kenya, Nigeria and Sri Lanka. I was asked by Farukh Amil to share my experience in the field of development. It was indeed a singular honour for me to be interacting with so many ambassadors on one table.

My visit to Geneva gave me an opportunity to renew my contact with two of my greatest supporters at AKRSP. Bob Shaw, as Director Special Programmes, Aga Khan Rural Support Programme (AKRSP) at Aga Khan Foundation Geneva, head hunting for General Manager AKRSP, reached me in the elephants and cobra infested jungles of Mahaweli in Sri Lanka and to make sure that I got the job, at the interview for the post at Karachi, a couple of hours before the interview forewarned me what sort of questions were being asked from the other candidates by the interview panel. After the selection when I insisted that I will only join the post if UNICEF, with whom I was working in Sri Lanka, agrees to second my services to Aga Khan Foundation Geneva, Bob got even that done getting a letter sent by His Highness to the Executive Director UNICEF James Grant.

Bill Spoelberch was General Manager, AKF Geneva when I joined AKRSP in December 1982 and met him when His Highness visited Gilgit in May 1983. Thereafter Bill paid many visits to AKRSP and was the staunchest supporter of AKRSP and even till today he remains so and whenever the occasion arises, he strongly supports what AKRSP has done and is doing.

I lost touch with Bob after a decade when he became General Manager of the Foundation and I joined United Nations in 1994, It was a sentimental meeting with Bob and Diane. They were as profusely affectionate as ever and we spent a lovely evening reliving our yester years at dinner hosted by Bob at an Indian Restaurant.

When I contacted Bill, he was delighted and asked me to come to his house for dinner as he wanted me to meet his niece Zoe, a university student interested in development and I offered her a carte blanche for an internship with Rural Support Programmes including AKRSP, whenever she has the time and wishes to do so.

Bill and I reminiscenced and I reminded how he arranged for me to meet His Highness in his Paris home to seek permission from him to accept the UNDP offer and leave AKRSP. I also requested Bill to help AKRSP in getting over its current resource crunch. For me it was a most pleasant and enjoyable evening.

To have met Bill and Bob in Geneva brought back memories of the golden period of my 65 years of working career. Their contribution in making it so is immeasurable and I shall remain indebted to them and His Highness till my last breath.

CEO NRSP Dr. Rashid Bajwa, who was also invited to Right to Development dialogue and I left for Brussels to join CEOs RSPN, SRSP, BRSP and Chairperson SRSP for a meeting with European Union officials. The meeting had been arranged at the behest of EU Ambassador in Pakistan His Excellency Jean Francois Cautain to explain and apprise the EU Director Asia, the rationale for EU support to RSPN/RSPs.

Director Asia, Central Asia, Middle East/Gulf and Pacific Pierre Amilhat met us along with Frank Hess, Deputy Head of Unit Devco, Maria Manuela Cabral, Head of Unit Fragility and Resilience Micha Ramakers, Head of Sector South Asia, Barbara Riksen, International Aid/Cooperation Officer, Maurizio Leonardi, Finance & Audit and another official who joined us during the meeting.

I made a PowerPoint presentation about RSPs, how these are distinguished from traditional NGOs, having been mostly sponsored and funded by Federal and Provincial Governments in accordance with the recommendation of the Independent South Asian Commission on Poverty Alleviation and endorsed by Heads of Government comprising South Asian Association for Regional Cooperation.

CEO RSPN Shandana Khan described the achievements and progress of RSPs followed by CEO SRSP Masoodul Mulk who gave a pictorial PowerPoint presentation of the achievements of EU supported PEACE project in Malakand Division. Chairperson SRSP Munawar Humayun described the trauma through which PEACE area went through under Taliban occupation especially the women and how critical continuation of PEACE is for them. CEO NRSP Rashid Bajwa described the different dimensions of RSPs benefiting the rural poor. CEO BRSP explained the special nature of problems facing Balochistan in terms of geography, isolation, dispersed population over a large area and lack of public sector services and supplies.

Director Amilhat heard us patiently for over two hours and reacted most positively to whatever we presented to him. Being a great friend of Ambassador Cautain, he appreciated what EU was doing in Pakistan. All other EU officials seemed equally interested and impressed what they heard from us and positively reacted. We all came out euphoric from the meeting.

For the first time I boarded Eurostar for the day visit to Brussels from London to participate in the Panel Discussion on Gender Transformative Approaches, organised by European Union, on June 6 European Day. EU was showcasing its development work world over and in a huge area nearly hundred stalls including one by RSPN, had been set up manned by a team from Pakistan led by CEO RSPN Shandana Khan comprising RSPN Manager EU Programme in Sindh Fazal Saadi, SRSO EU Programme Manager Jamal Shoro and a woman village leader Nadia Junejo. I was happy to learn that our staff attracted lot of attention from the 8,000 people who participated in the EU day celebrations over two days and even Director Asia Amilhat visited it. Besides the Pakistan Ambassador Ms Naghmana Hashmi, Minister Information Ms Syeda Sultana, Minister Economic Mr. Omar Hameed greatly encouraged RSPN team including hosting a dinner by the Ambassador.

The Panel Discussion was meticulously organised with a rehearsal, which I missed and a pre-meeting before the Discussion which I was able to attend. There were six panelists from Israel, Pakistan, Finland, Kenya, Cameroon and IFPRI Washington DC. The moderator was Deputy Director General of German Ministry for Economic Cooperation and Development. The opening remarks were given by Finland's Ambassador at large for Global Women Issues and Gender Equality with closing remarks being given by Director General European Union.

In the few minutes allotted to me, I said if the objective of the panel discussion is to expand knowledge base around what works and why, in relation to GTA in rural sector, by demonstrating and analyzing different approaches.

65 years ago, when I joined the civil service of Pakistan, the successor of the Indian Civil Service reputed to be the steel framework of the British Empire, I thought I had achieved the ambition of my life but in 1958 I met a visionary practitioner who introduced me to the theory and principles of subsistence holders development and empowerment. He used to call it the Conceptual Package and claimed it was the distillation of the successful initiatives practiced over eleven decades in the world,

bringing countries which were poor out of poverty and quoted the German Raiffeissen as the author of the three development principles which help the impoverished to rise above the level of subsistence. Firstly, individually the poor men and women cannot overcome the handicaps from which they suffer, unless they agree to get organised and identify an honest and competent leader from amongst themselves to take their organisation forward; secondly, capital is power and unless they inculcate, even the poorest, to generate their capital through a discipline of savings, they will never be able to attract capital from outside and finally they have to believe in their individual potential hidden in them to unleash it by getting the obstacles removed hindering them, with the help of their organisation.

This Conceptual Package, my mentor Akhter Hameed Khan (AHK) taught me and demonstrated himself in the famous Comilla Project in the then East Pakistan now Bangladesh, in the 1960s through Pakistan Academy for Rural Development, Comilla, set up with Ford Foundation and USAID assistance. The American Professors were surprised and sceptical about this old approach but did not stop AHK from implementing it. He would claim this Conceptual Package was as precise as the law of gravity and trying to help the impoverished by ignoring this approach is like building crooked walls. Only one leaning tower of Pisa is an example against law of gravity in the whole world.

Detractors of the approach claim that every country, every geographical area needs its own approach. What they are confusing is the Conceptual Package from the Programme Package which includes the kind of interventions the organised communities need.

Over the last 45 years, when I left the civil service and implemented AHK Conceptual Package in diverse geographical, cultural, religious and climatic areas, I found the applicability of the Conceptual Package universal for the subsistence holders. Of course, the women of Andhra Pradesh in India who were earning only ten cent a day weeding fields, identified a different Programme Package than the women of mountainous region of Pakistan who pined for exploiting water from glaciers where only one percent of the land could be irrigated. But in both places, it was only when they followed the conceptual package that they could identify the programme package.

If the objective of the Panel is to find out 'what works'. They should also keep in view the challenge of scale.

In the journal published by the German Ministry of Economic Affairs, D+C (Development & Cooperation) I was struck by a quote that 20% of the world population consumes 80% of global resources. The poorest 20% only account for 1.3% and remaining 60% fall somewhere between 7% to 18%. By a conservative estimate, we are talking of a billion people if not more and women are the most deprived and disempowered amongst them, in rural areas. The challenge for the panel should be to look at an approach which has demonstrated empowering hundreds of millions.

The approach rural support programme (RSPs) initiated based on the conceptual package in 1982, thanks to His Highness Aga Khan's Geneva based Aga Khan Foundation, later supported by many donors including Germany and Netherlands, which has inspired now in different parts of Pakistan over 7 million households, 52% of these women, comprising 48 million population. In India through UNDP, South Asia Poverty Alleviation Programme (SAPAP) in Andhra Pradesh. organised 11 million women led households with World Bank support of the Society For Elimination of Rural Poverty (SERP) reaching 45 million population. In 2011 the Andhra Pradesh demonstration resulted in Indian Planning Commission initiating National Rural Livelihoods Mission (NRLM) aiming to reach 70 million women led households comprising 350 million population. The World Bank acclaimed it currently as the largest rural development programme in the world.

Among donors in Pakistan, European Union (EU) has been RSPs staunch supporter. Since 2015 is helping RSPs to mobilise 3 million women in Sindh, Balochistan and Khyber Pakhtunkhwa reaching nearly 20 million population by 2021. This has influenced Government of Sindh Province to allocate resources to RSPs to cover the entire province in next five years.

After a brief discussion in which I asked Nadia Junejo to describe her experience of empowerment and improving her household, livelihood, the conclusions of the Panel were as follows:

1. Scaling up gender transformative approaches at the local level.
2. Developing an international initiative to implement gender transformative approaches.
3. Working with partner governments to integrate gender transformative approaches across national and subnational sectoral policies.

I was happy to see the Embassy officials attending the Panel Discussion along with Dr. Tauqeer Shah, Pakistan's Permanent Representative at WTO.

Note for Record
(December 12-13, 2018)

By: Shoaib Sultan Khan
December 20, 2018

Subject:- UN Human Rights Regional Consultation at Bangkok, Thailand

In April, I was invited to give a presentation on Right to Development at Geneva by Rapporteur Chairman of the Session Ambassador Zamir Akram. I was pleasantly surprised to get another invitation from United Nations Special Rapporteur on the Right to Development Mr. Saad Alfaragi to participate in Regional Consultation on the practical implementation of the right to development: Identifying and Promoting good practices at Bangkok, Thailand on December 13-14, 2018.

As the daily flights to Bangkok only take off from Lahore, I drove to take the flight on December 11 reaching Bangkok next morning at 6.30 am and flew back from Bangkok on December 13 arriving Lahore at 11.00 pm and drove to Islamabad reaching 4.00 am in the morning. I did this because my daughter Shelley had arrived on 12th morning from London for a fortnight.

However, it was all worthwhile when my recommendation was adopted by the representatives of over 50 countries from the Region attending the Consultation. The recommendation was as follows:

"To operationalize the Right to Development for the poor below the poverty line, the mobilisation of the poor should be the centerpiece of all Right to Development strategies and policies of the Nation States, to enable fostering of Institutions of the People to access Right to Development and empower them to do Social Audit of public sector departments/ministries responsible for delivering Right to Development interventions to the poor".

The above cited recommendation was based on the basis of the PowerPoint presentation highlighting Whose Right to Development should be the focus of the UN Commission on Human Rights:

20% of the World population consumes 80% of global resources. The poorest 20% only account for 1.3% of global resources.[31] The majority of the deprived live in rural areas of the developing countries. In South Asia the South Asian Association for Regional Cooperation (SAARC) set up a Commission for Poverty Alleviation,[32] which made an overarching recommendation that the centerpiece of a policy framework for poverty alleviation has to be the mobilisation of the poor in order to enable them to participate directly in the decisions that affect their lives and prospects.

The Commission argued that the existing Administrative and Political Pillars of the State have no capacity to engage all or overwhelming majority of the people especially the vulnerable or the poor in planning implementing and monitoring their own development.

The Commission recommended fostering of a third Pillar to fulfill Lincoln's dream: Democracy OF the people BY the people and FOR the people. The Administrative and Political Pillars are By the people and For the people but the missing link is institutions OF the people. The Commission recommended to Governments of South Asia which SAARC Summit of 1993 endorsed, that for building institutions of the poor, governments should support financially and administratively the establishment of independent non-governmental and national level support mechanism to catalyse formation of organisations, as social guidance required to achieve this objective, cannot be undertaken by government departments or traditional NGOs. It requires an institutional mechanism which has the resources of the government and flexibility of an NGO and the examples they gave were of Pakistan's Aga Khan Rural Support Programme (AKRSP) and the Government of Pakistan financed National Rural Support Programme (NRSP).

With the support of UNDP and World Bank between Pakistan and India, there are over 3 million organised community institutions of the rural poor comprising nearly 45 million population. In 2011 India launched National Rural Livelihoods Mission to organise 70 million households reaching 350 million population.

The South Asia Poverty Alleviation Programme launched by UNDP in 1994, as a sequel to SAARC Commission's report set up demonstrations of Support Organisations besides India in Bangladesh, Maldives, Nepal and Sri Lanka also. The Aga Khan Development Network has introduced the concept of the missing pillar in eight countries of Africa and Asia.

Social Mobilisation is a holistic approach including human resources development, credit and savings and an interest free community investment fund, technical assistance in natural resource management, development of local level physical infrastructure and linkage of the institutions of the poor with government departments, local councils, NGOs, commercial and development agencies.

Social Mobilisation is a proven approach to the achievement of Right to Development of the rural poor and speediest investment to the achievement of SDGs as has been demonstrated in India and Pakistan.

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31. Source D+C Journal of the German Ministry of Economic Affairs (2017).
32. Independent South Asian Commission on Poverty Alleviation (1991).

Chapter 10

Pre & Post GM AKRSP Phase

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First Visit to Northern Areas

The abolition of the post of Commissioner Karachi in 1972 by the newly inducted Provincial Government of Sindh, offered me the opportunity to request for posting to the Pakistan Academy for Rural Development (PARD) at Peshawar. No sooner had I taken up my new assignment, Dr. Akhter Hameed Khan visited me and looking at the Daudzai Markaz Pilot Project of the Integrated Rural Development Programme (IRDP) of which he was the author, observed that "Daudzai is like an island of sincerity in a sea of hypocrisy:. *He used to lament that like an architect's plan, he presented IRDP and the government instead of implementing the entire design decided only to build the dome without the foundations or the walls*. To my good fortune, Akhter Hameed Khan even gave up his teaching assignment at the Michigan State University and came to live at the Academy in Peshawar to help me implement Daudzai Project. The NWFP Government accepted Daudzai as the "mother project" of IRDP for replication in the entire province and by 1975 had drawn up plans to cover all the 110 Thanas of the province.

As PARD was a national institution, the Director was mandated to disseminate the Academy's knowledge and experiments to other parts of Pakistan also. It was at this juncture that my friend and batchmate Dr. Tariq Siddiqi, having blatantly with no justifiable reason, been dismissed from CSP, accepted my invitation to visit me and accompany me on my trip to Northern Areas. We took the Kaghan route and entered Northern Areas via Babusar Pass joining the under construction Karakoram Highway (KKH) just beyond Chilas. It was an experience. We encountered thousands of Chinese working on the road along with Pakistanis on separate sections of the road. Whereas we would always see Pakistanis being supervised we never saw Chinese being ordered by any supervisor and at times we saw a lone Chinese worker trying to finish his assigned portion of the job even late at night. At times we had to wait for hours before the rocky mountainside could be blown up and cleared to allow vehicles to pass. It was a hazardous and time consuming journey but in Tariq's company it was a great learning experience. Tariq would encourage me to break journey by the Indus river bank sleeping on cots under the sky at wayside restaurants. On reaching Danyore, on the outskirts of Gilgit, we came across women with their distinctive headgear and we knew we were in the heart of Central Asia. We went right upto Gulmit where to our great dismay, we found that the "Friendship Bridge" had been sunk under tons and tons of debris and an avalanche. The substitute was a boat bridge. At Hunza Rest House, I felt as if we were perched on a cliff. Our return journey from Gilgit to Battagram took us more than 72 hours and I cannot forget our entrance in Pattan valley at night which was the epicenter of 1974 earthquake. It was moonlit night and we seemed to be entrapped in a prison enclosed with black high rocks on all sides. Sleeping on the hotel terrace hanging over the Indus, I felt in a strange and formidable world. Earlier at Jaglote, the view of Nanga Parbat in moonlit night seemed a mirage.

My meetings with the Resident Commissioner, Development Commissioner NAs and Deputy Commissioner Gilgit besides Assistant Director, Local Government and Rural Development Department and Assistant Commissioner Hunza were very productive and they evinced keen interest in the Daudzai strategy and methodology of development. To my mind with nearly 95% small land owners, the social mobilisation strategy would have an immediate impact on their livelihood. On return I sent my note for record (NFR) to the Resident Commissioner NAs for implementation of social mobilisation strategy in Northern Areas. I had no inkling at that time that seven years later, I would get the opportunity to implement the strategy myself in Northern Areas.

On return to Peshawar from NAs, I was intrigued at my friend Development Commissioner of NWFP Masoodur Rauf's query if Tariq Siddiqi had gone with me on the tour. On my insistence for the reason behind his query, Masoodur Rauf confided how the Chief Secretary was summoned by the Establishment Secretary and confronted with the transcript of a telephone conversation which he had with the Commissioner Lahore expressing indignation and serious criticism of the orders dismissing Tariq Siddiqi. The Establishment Secretary gave a friendly advice to the Chief Secretary not to deny the contents of his telephone conversation when confronted by the PM as intelligence agencies had taped the conversation and the transcript passed on to PM. I understood the purport of this message when shortly afterwards my return from NAs, I was made an officer-on-special duty (OSD) and asked to report to the Establishment Division. At the behest of the Chief Minister NWFP through one of the Provincial Ministers Abdul Raziq who had visited Daudzai and greatly appreciated it, the Establishment Secretary granted me an interview and when I asked him the reason for my OSDship, his response was that the government was unhappy with me. I protested and said "why doesn't government hang me then" he retorted "yes, we will hang you" and followed it with the question if Tariq Siddiqi visited me. It was a long interview and I came away with the impression that I had fully clarified my position with the Establishment Secretary. However, a week after my interview, a Federal Investigation Agency (FIA) team appeared at the Academy making all kinds of enquiries but refused to see me although I was still living in the Director's house since my next posting was under consideration. One day very late at night, an Assistant Director of the FIA came to see me. He was very polite and courteous and said that everyone in the Frontier Province was aware of my reputation having served the province since 1963 as Deputy Commissioner Kohat and Peshawar and as Secretary, Department of Health, Education and Social Welfare besides as Director PARD. He felt I was the best person to answer the charges levied against me although he was under strict orders from the team

of four officers headed by a Deputy Inspector General of Police not to make any contact with me, but the Director FIA Mohsin had given special instructions that no injustice should be done.

The charge sheet was an anonymous letter containing more than twenty allegations like Tariq and I went to NAs to hatch a conspiracy to overthrow the government and Daudzai was a hot bed of conspiracies against government being National Awami Party area; my daughter's father-in-law was the owner of Manchester Guardian which was anti-Pakistan; I was an agent of both the CIA and KGB because both Americans and Russians used to visit me; I had invited Akhter Hameed Khan who openly instigated Sindhi participants of training courses at the Academy to make Sindhudesh; I had smuggled a Mercedes car from Kabul and sold it in black market and so on and so forth. Allegations which had no basis and not even an iota of truth.

I explained to the kindly officer the falsehood of the allegations. How could Tariq and I hatch a conspiracy and with whom and with what and what for. The villagers of Daudzai, on their own went in a delegation to PM in Rawalpindi and pleaded cancellation of my transfer order. I had nothing to do with it. They never even informed me about their intentions. My daughter was indeed married to an English boy but her father-in-law was a businessman and had no connection with the Manchester Guardian. PARD was set up with American assistance and very often Director USAID and Representative of Ford Foundation used to visit the Academy and many of them became my good friends but I had nothing to do with CIA. The only Russian whom I ever met at PARD was a Russian girl studying at Punjab University who came to spend a fortnight at the Academy to study the Academy programmes. Akhter Hameed Khan had already in writing explained to the Chief Secretary the absurdity of the charge leveled against him. As to the smuggling of the Mercedes car, I happened to be traveling from London to Pakistan and as my friend Dil Jan was the Minister at our embassy in Kabul, I broke my journey there arriving by Ariana Afghan Airlines and returning to Peshawar by road. Dil Jan's Mercedes needed to be serviced and he very kindly offered me a lift in the car which his driver was bringing to Peshawar for service. So much for smuggling and selling the Mercedes in black market.[1]

I enjoyed my OSDship. For the first time in twenty years of my service, I was being paid for remaining on forced leave. However, it all came to an end one day when I got a phone call from the Establishment Division to immediately report to Mr. Roedad Khan who was heading a Commission in addition to his normal duties of being a Federal Secretary incharge of a Ministry. I asked what was the hurry. I needed time to pack up and shift my residence from Peshawar to Islamabad. The Special Secretary Establishment was a bit nonplussed that here I was being offered a posting and instead jumping to rejoin, I was asking for time. Anyway he agreed to let me settle the matter in consultation with Roedad Khan who readily agreed to my request. A few years later in 1978 when Ejaz Naik asked me to join service in the Cabinet Division, he pointed to an almirah in his room which bore the letters "NGO" written on top of it. He asked me to take away all the files from the almirah and to send it to concerned sections. He had no idea why his predecessor was keeping these files and the letters NGO stood for "Not to Go Out".

Among those files, I found files pertaining to the enquiry against me and the file relating to Tariq's dismissal wherein the PM had passed the orders on the summary recommending Tariq's dismissal "such persons have no place in service of Pakistan". The inquiry committee in my case exonerated me of all the allegations leveled against me but DG FIA while sending the report to Establishment Secretary wrote in the covering letter that while as IG Police NWFP complaints were made to him against the Deputy Commissioner Shoaib Sultan for his leftist leanings in the Landlord-Tenant dispute raging in Charsadda at that time. He further added that the Chief Secretary used to complain about Mrs. Shoaib as very vocal in criticizing government. I have no idea why the DG FIA, whom I thought was my well wisher, should have felt the need to write what he wrote in his covering letter.

Daudzai withered away. I ran from pillar to post trying to enlist support of my perceived powerful friends in government. They all showed their helplessness only offering their support to me personally to rehabilitate me in my career which I always politely declined. *Daudzai taught me how important champions are*. Ejaz Naik as Chief Secretary followed by Nasrum Minallah who said to Akhter Hameed Khan that Shoaib was the Chief Secretary in terms of implementing IRDP in NWFP on the pattern of Daudzai; Ijlal Haider Zaidi as Commissioner who would endow Daudzai with all the resources it needed and above all Hayat Muhammad Khan Sherpao as Senior Minister. Gradually each one of them left the scene and with Hayat's death in a bomb blast and Nasrum Minallah's transfer, Daudzai lost all its champions.

I got heartbroken and totally shaken. In the CSP if your bonafides were established even your wrong actions were condoned. Everyone from top to bottom supported you. *I had never imagined that I would ever be taken to task for doing the right things. My faith in the service was snuffed out. I decided to leave the service at the first available opportunity*.[2] By now I thought I had established some kind of a reputation in community development and I should not have any difficulty in finding an overseas assignment. My first shock was Establishment Division's refusal to forward my application for any foreign post that I applied for. I could not afford to resign from service and apply. Not only for posts abroad even within the country when Dr. Afzal asked

1. I wonder what kind of governance can we expect with this type of 'intelligence'? What are our intelligence officers trained for? One finds it so hard to distinguish between sycophancy, paranoia and intelligence in these intelligence reports. Such minds have a fertile imagination to spin conspiracy theories.
2. It is critical to mention here that this was the period when politicization of civil service started and it led to decline in the governance system. It is ironic that it was done under the first elected government of Pakistan.

me to take a semester in Masters in Public Administration at the Quaid-e-Azam University, Establishment Division refused to give permission although I had already started teaching as Dr. Afzal had promised to get the permission. Dr. Akhter Hameed Khan tried to get me over to Michigan State University but even he did not succeed. I spent a few months with Roaedad Khan's Commission followed by a posting in Ministry of Local Government & Rural Development but I kept on looking for avenues to go abroad and in disgust took six months leave but to no avail. The nearest I came to getting an assignment was with UNICEF Indonesia and I even went for an interview and the Government of Indonesia liked my CV but were not impressed by the profile of development in Pakistan. They preferred an advisor from South Korea.

On return from leave, I found Ejaz Naik as Cabinet and Establishment Secretary and he asked me to join the Cabinet Division. I frankly informed him of my intentions to serve abroad after my Daudzai debacle. He promised not to stand in my way if any such opportunity came my way. It was during this period that Dr. Ishrat Husain, whom I had known from the Civil Service Academy days as a probationer, visited me at the Cabinet Division and mentioned to me an opening at the UN Centre for Regional Development (UNCRD) Nagoya, Japan. He also wrote a letter to Dr. Ralph Diaz at the Centre enclosing my CV. Promptly came the response from UNCRD offering me initially a six months consultancy. As government servants were prohibited from accepting direct offers of consultancies or service contracts, Ejaz Naik treated UNCRD offer as an offer to Cabinet Division and nominated me against the offer. In August 1978, I left the country for Japan and built up a close friendship with Dr. Haruo Nagamine to whom I was assigned to advise on UNCRD Project MPCRD relating to applied research programmes on planning methodologies. Before the expiry of my consultancy assignment, UNICEF Sri Lanka offered me a long term assignment as Social Development Consultant to Mahaweli Ganga Project. Haruo was not very happy at my leaving UNCRD and in 1993 invited me again as a visiting professor for a semester at the newly established Centre for International Development of Nagoya University of which he was a founding professor.

I could not believe my luck because Mahaweli Ganga Development Project was tailor made for implementing social mobilisation strategy. A few eyebrows were raised in Colombo both at the headquarters of Mahaweli Authority and UNICEF Country Office when I proposed living at the project site in Kalawewa area where 27,000 families were being settled in elephant country infested with cobras and wild animals. My decision to live in the wild paid great dividends including a full page coverage of my work in the Newsweek entitled "A Man Named Khan".

I persuaded Akhter Hameed Khan to visit me in the fourth year of my stay in Sri Lanka. On arrival at the Colombo airport, he mentioned about an Aga Khan Foundation (AKF) rural development project in Northern Areas of Pakistan and suggested that I should come back to Pakistan and implement the project. I was non-committal and did not say anything. Soon after AHK's visit I received a letter from Robert Shaw, Director Special Projects, AKF Geneva requesting for a meeting and visit to Mahaweli Project which he did. In the meanwhile on a visit to Pakistan, AHK took me to Agha Hasan Abidi of BCCI and suggested to me to join him at Orangi Pilot Project in Karachi which was being funded by BCCI Foundation.

The happenings of Daudzai were still fresh in my mind and I told both AKF and BCCI that I would come back to Pakistan only on deputation from UNICEF. His Highness the Aga Khan* and Agha Hasan Abidi both wrote to James Grant, Executive Director UNICEF asking for my services on deputation. Since UNICEF had a history of previous collaboration globally with AKF, James Grant agreed to my deputation to AKF. BCCI did not give up and invited me to London and gave me a letter of appointment with many perks and headquarters in London with a validity of one year for me to join.

In October 1982, Bob Shaw invited me to Karachi to have lunch with AKF Pakistan and visit Gilgit. The lunch was an interview because a couple of hours before, Bob rang me up to brief me about type of questions I should expect from the members of the AKF(P) Board. He was not taking any chances. I had no idea who were the others the Board had interviewed that day for the post of General Manager, Aga Khan Rural Support Programme (AKRSP).

Bob and I flew to Gilgit. This was my second visit to NAs. I called on the Commissioner Jamil Haider Shah who offered all possible support from the NA Administration to the new programme. I stayed in Room No. 8 of Chinar Inn little realizing that it would become my constant abode for next twelve years and continue to be my residence in Gilgit till todate. Our return journey by air never materialized because the flight turned back from Nanga Parbat. The Gilgit airport was most primitive with tin shed security boxes for entrance to the plane. Bob negotiated a taxi for our return. This taxi driver was the fastest I ever did on the KKH. We left the PTDC Motel at midday and in ten hours, the taxi drove in the porch of the hotel in Islamabad to drop Bob.

Till now I had heard nothing from UNICEF when one morning UNICEF Representative Hoda Badran gave me the news of a telephone call to her from New York by the Deputy Executive Director Catley Carlson of my secondment for three years to AKF. I left Colombo on November 30 and joined AKF *on December 1, 1982 as General Manager AKRSP. The impossible had been made possible. I was coming back to Pakistan to resurrect Daudzai. The protective umbrella I had sought for was in place. UNICEF had agreed to post an international civil servant in his home country. Of course this could never have happened without AHK's blessings and Bob Shaw's perseverance. There was another hurdle to be overcome. I was still on deputation from Government of Pakistan to UNICEF. Ijlal Haider Zaidi, the Establishment Secretary was being accused of doing special favour to me by raising no objection to UNICEF deputing my services to AKF. I met Ijlal and offered to take retirement from*

government. In the best traditions of the service, Deputy Secretary Zafar Altaf drafted my retirement letter and I signed it. This was the end of my 28 years of association with government service. A service which began by a letter of appointment signed by the then Establishment Secretary, Government of Pakistan Sir Ivor Jennings as "Your Most Obedient Servant".

REFLECTIONS

By Shoaib Sultan Khan

***"The AKRSP project is truly 'too good to be true',"* observed Esther Stern of the Canadian Auditor-General's office, at the conclusion of her recent visit to the Northern Areas. Considering that, by her own admission, she was quite sceptical about all that she had heard about the programme before coming and was bent upon unravelling the real truth, her words are a great source of encouragement to everyone in AKRSP, as we begin the tenth year of the programme.**[3]

Reflecting on that cold December day when I arrived in Gilgit by road, after spending the coldest night of my life at Batagram, in a rest house which had no bedding (I slept with everything on, including gloves), I could not have imagined in my wildest dreams that nine years hence we would be where we are today. AKRSP is truly a "labour of love" for each one of us involved in the programme.

The founding fathers of the programme expected AKRSP to improve the economic condition of the inhabitants of the region and to develop a replicable model of rural development. In the achievement of these goals, the benefactor of the programme, His Highness the Aga Khan, offered a long-term commitment to a vision of development backed by an assured minimum level of funding. Without this long-term perspective, AKRSP would have found it impossible to offer a development partnership to the rural poor of the region to ameliorate their poverty and attract the interest of donors to the programme.[4]

Seeing AKRSP today, very few people realise how the programme began. No one would believe today that AKRSP literally opened shop in the crowded bazaar of Gilgit. Looking at its current computerised operations, the hand-written minutes of the first programme planning meeting (PPM) appear very distant. The fleet of vehicles leads new staff to believe that we always had all these facilities. It is very difficult to convince people that the pioneers of the programme used to huddle around one kerosene heater to keep themselves warm and shared transport. The most important thing was to get things done and not let the constraints and obstacles deter them from achieving their goal.

In 1983 AKRSP had to begin from scratch. It had no premises, no staff, no logistical support at Gilgit. I parked myself in a room at the PTDC Motel, Chinar Inn and have not moved out of it till today. The PTDC management has very generously converted the wing of the building into a residential suite for me. The then Commissioner of the Northern Areas very helpfully had the rented NATCO office building vacated for us. To this day it serves as our base of operations, although we now have a complex of buildings surrounding it, housing the Human Resource Development Institute, Visitors Centre with library and other offices.

Recruiting and retaining high calibre staff in a harsh, severe and isolated environment was and remains a daunting challenge. Basic facilities like electricity and water are hard to come by even now in Gilgit, let alone Skardu and Chitral or the rural areas. Communication links down-country depend on a hazardous 12-16 hour road journey which sometimes, due to landslides, maybe twice as long or even a few days. Having done the road journey over seventy times, I am well aware of the risks involved. The PIA flights are as erratic as ever. There has been a tremendous improvement in telecommunications -- previously, getting a call through to Islamabad was a matter for rejoicing and to any other place, a miracle.

The fact that we were able to recruit highly qualified and dedicated staff and retain them, even women professionals, speaks volumes for their commitment and dedication and for the satisfaction the work gave them to balance all the

3. This is true because our prevalent knowledge systems emphasize the power of government, capital, or professional expertise but not the power of knowledge, humility or community's Agency. These ideological blinders are perhaps the biggest barriers in the way of expansion of Social Mobilization to the Global South. People like Karcher and Meiko in IFIs can see and believe. I strongly believe that all the universities where Social Mobilization Approach was presented should be approached to make it part of their course on Development Studies.
4. His Highness invested in development of Social Infrastructure- AKRSP and VOs- to create a receiving mechanism not directly in supply driven service delivery. This is what makes AKRSP and other similar programs a distinct approach. AKRSP also served as an 'education mechanism' for the development community and an advocacy tool for the policy makers.

hardships, including the constant risk to personal safety during field visits involving journeys on tortuous, narrow, hilly roads with hairpin bends.

His Highness's personal generosity, despite opposition, in making helicopters available for the programme, has been a tremendous facility and a great help. But even helicopter travel in this mountainous region is a trial and even more so when you have already experienced a crash and come out of it by the skin of your teeth. We had our share of mishaps but we count ourselves lucky -- it could have been much worse.

Today AKRSP has over 350 employees in the three regions including over 150 professionals. The most gratifying feature is that 90% of the professionals and 99% of the support staff, drivers and auxiliary staff come from the region. Where we had only a sprinkling of women staff, we now have nearly 40 of them. The regional offices at Chitral and Skardu function with minimal supervision from Gilgit.[5]

The contribution of the staff, at every level, to the progress of the programme is an established fact writ in indelible ink. Sometimes I marvel at my good luck in having such a dedicated group of workers with me. Among the pioneers, Hussain Wali Khan shines like a bright star. He has given everything to the programme and is a leader in innovations. Young Tariq Husain set the tone for a very high standard of reporting by MER and although he left us after 5 years, the standard survives. *Maliha Husein, having left the foreign service of Pakistan in favour of AKRSP*, introduced the much-needed WID component to the programme and is remembered to this day. *We were very fortunate her place being taken by Ameneh Azam Ali, who as a Karachi-based journalist*, was expected to have only a fleeting interest in rural development. That she is still here despite personal trials and tribulations, shows how genuine, dedicated and brave she is.[6]

The two doctors Zahur in agriculture and Riaz in livestock made remarkable contribution to the programme before leaving after 5 years. Their places have now been taken by Doctors Majid (agriculture), Javed (forestry) and Farman (livestock) -- most welcome and advantageous development and a true troika. Young Nabeel Malik and his wife Zareen endeared themselves to everyone and a more innovative and dynamic young man is difficult to find. I was sorry that I lost him to First Citibank.

Young Izhar, after his degree from Cornell, is always bubbling with energy and new ideas. His enthusiasm is contagious and refreshing. Anis Dani and Najma, though they stayed for only two years, left their mark but could have contributed so much more had they stayed on.

The MER mantle has now fallen on Khaleel Tetlay - an old hand and solid as a rock. Our budget and accounts, credit and banking are in the hands of Nisar and Mutabiat. The latter I inherited with the NATCO building. They have flowered into full-fledged professionals, thanks to training by AKF(G) and the great work done by Salim Jiwani, chief finance officer, AKF Pakistan. The two new entrants are Salim Chishti in HRD and Shahida Jaffrey in the Visitors Centre. By the number of laudatory letters she received from some of the nearly 500 visitors in 1991, she must be doing an excellent job.

Away from Gilgit, Mutahir Shah and Feroz Shah held the forts in Skardu and Chitral and established the regional programme offices. Both have now returned to their parent organizations and have been replaced by Darjat in Skardu and Masoodul Mulk in Chitral. That we have to do minimal supervision from Gilgit, speaks volumes for their efficiency and effectiveness. Mr. Naqvi's contribution in setting up the training programme in the beginning, was of a pioneering nature and laid the foundation of the present HRDI. And who would have imagined that the blackbelt security officer of a five star hotel would prove an outstanding social organizer but Nur Muhammad proved exactly that and is now grazing in foreign pastures for further improvement.

These are only a few whose names I have mentioned. Men and women social organizers, engineers, agriculturists, veterinarians, foresters, economists, social scientists, monitors, marketing, training and technical staff, support staff and computer operators, drivers and auxiliary staff have contributed no less. They are the sheet anchor of the programme. The lives the field staff live and the hardships they bear, entitle them to the highest praise. On a personal note, the support and assistance I have received over the last nine years from my Secretary, Abdur Rauf, deserve my warmest thanks and gratitude.

The support which the programme received from its board of directors and especially its chairman, Mr. Ramzan Merchant, made even the most difficult obstacles surmountable. The chief executive officer, AKF (Pakistan), Mr. Hakim Feerasta, and his establishment gave and continue to give all the back-up the programme needs. Mr. Nazeer Ladhani of AKF (Canada) did the trail blazing for the programme in attracting donor funding. Mr. Iqbal Noor Ali of AKF (USA), Mr. Abdul Jetha and now Mirza Jahani of AKF(UK) espoused the cause of AKRSP as if it was their own.

Like a guardian angel, AKF Geneva has continued to guard our interests from AKRSP's inception. Mr. Bill Spoelberch (former GM AKF and now executive director of AKF) took a personal interest in the progress of the programme and gave us encouragement at every juncture. Others at AKF(G) whose support we found most invaluable are Mr. J.P. Naz,

5. When insiders learn the expertise brought in by outsiders the program becomes sustainable.
6. Our country stays afloat because of these idealists. Freedom is following one's dreams. Such free souls keep the flame of hope alive in our hearts.

Mrs. Katherine Hinkley and Dr. Tom Dichter. Mr. Robert d'Arcy Shaw, formerly director of special programmes, was the brain behind the programme and literally gave his sweat and blood to make it a success, and he continues to do so even after taking over the mantle of GM AKF. He is now being ably supported by Dr. Christopher Gibbs the programme officer for rural development. The story of AKRSP would not be complete without mentioning the people behind it.

Now we turn to the twin objectives of the programme improving the economic condition of the inhabitants of the region and developing a replicable model of rural development, as envisaged by the designers of AKRSP. The management group of AKRSP did an in-depth study of the different models of development operating in the world and adopted the Raiffeissen model in preference to the capitalist and socialist models. The reason was that 95% of the inhabitants of the region comprised small farmers and were firmly wedded to the concept of private ownership.

The Capitalist model of agricultural development only succeeded with large landholding and the socialist model did not admit the right of private ownership. On the other hand, the Raiffeissen model, based on the principles of organization, generation of capital through savings and upgrading of skills through human resource development proved the ideal methodology for helping the small farmers of the region to rise above the level of subsistence.[7]

The only difficulty was that this was a hard approach, and the people of the region were used to a soft approach to development. As against the traditional paternalistic stance which fostered dependency, we planned to offer a development partnership to the rural populace which entailed fulfillment of obligations on the part of the beneficiaries, before any help would be available to them. Here again, we were redefining the concept of self-help and moving away from the traditional concept which is largely based on beneficiaries providing free labour or matching grants. Our concept of self-help required beneficiaries willingness to organize in interest groups, to manage jointly by pooling resources, to generate capital through savings and to upgrade their human skills.

The skeptics felt that the villagers would not respond to this hard approach in view of the prevalent environment, in which they expect everything to be provided by government, and the past failure of such efforts. Our response was to take the offer of a development partnership to the villagers and leave the decision to them. Keeping in view the objective of creating a replicable model of rural development, we decided to experiment on a canvas large enough to attract attention and prove the viability of the model for replication. The characteristics of the programme area, according to the World Bank (1986 evaluation), are similar to the conditions prevalent in most other impoverished areas of the Third World. The response to the offer of a development partnership can be judged by the following figures:

Response to the call for organization	**Village Organizations/ Women Organizations**	**Household Membership**
	2020	**67,708 + 17,723 (women)**
		Rs. (Million)
Response to the generation of capital through savings		**103.95**
Response to the upgrading of skills through human resource development	**Village level specialists trained**	**5,560**
	Village-level managers trained	**4,440**
	Total:	**10,000**
Productive physical infrastructure (PPI) projects initiated by village organizations (VO)		**1,211**

7. Each and every traveler in AKRSP Caravan is partner in conscience.

PPIs completed:		**884**
- Irrigation channels widened, extended and newly built	**584**	**1,711.5 km**
- Link roads constructed	**228**	**705.7 km**

AKRSP is not only an exercise in development but its raison d'etre is equitable development. Every project it helped village organizations to undertake, had to be assessed and evaluated against criteria of equitability, productivity and sustainability. Without these three ingredients the beneficiary base contracts to only a few. It is for this reason that AKRSP insists on the participation of all in the development process. It insists on the participation of the general body of the organization at monthly intervals, if not more frequently, and strongly decries transfer of control from the general body to a few persons.

The organizations, therefore, operate through their office bearers and not committees, except for very specific purposes. The general body is continuously exhorted to keep their office bearers (manager and president) under check and control. Another principle the organizations must follow is to do all transactions in the open. Be it a PPI or credit and banking operations or selection of specialists for training or village planning, the general body of the organization must be taken into confidence, otherwise it gives rise to suspicion and corruption. The general body has to accept total responsibility including resolution of disputes amongst members. They cannot pass on this responsibility to an outsider and definitely not to AKRSP.[8]

The fostering of an institutional framework of grassroots institutions is the sine qua non of equitable development. The formation of the village organizations (VOs) in the region has, for example, provided access to credit to every member of the organization -- otherwise, on an individual basis only a few can be reached. An illustration of this phenomenon is that more than 50 branches of financial institutions operating in the region, reached not more than 2,600 clients in 1990 through their credit and loaning operations, compared to over 30,000 clients reached by AKRSP for credit and loaning operations through VOs. The institutional framework not only ensures equitable development, it also secures mass community participation as is evident in the plantation of over ten million trees by the VOs. It becomes the vehicle for over-all development of the village.

What impact AKRSP has had on the economic condition of the inhabitants is a subject of study for economists and social scientists. The behavioural changes brought about in the attitude of people towards development, and especially for women, is so marked that visitors to the area, who had been here before, do not fail to notice it. A major impact study undertaken by Dr. Mahmood Hasan Khan of the Simon Fraser University in 1988, and umpteen cost-benefit studies undertaken by researchers, consultants and the MER section and two major interim evaluations undertaken by the World Bank in 1986 and 1989 under Dr. Graham Donaldson, testify to a positive change for the better in the economic condition of the people of the region. A major household survey, as recommended by the Bank in the last evaluation, is currently under way to quantify the economic impact in more specific terms.

On the replication front, AKRSP has aroused interest both within and outside Pakistan. I had the privilege of making presentations on AKRSP before the late President Ziaul Haq, ex-Prime Minister Benazir Bhutto, current Prime Minister Mohammad Nawaz Sharif, when he was chief minister of Punjab and a host of other policy makers, administrators, and politicians. The rush of visitors to AKRSP is so great that on the suggestion of the World Bank, we had to set up a Visitors' Centre to cope with the pressure. The role played by the government of Pakistan and the donors has been phenomenal in this respect. The then secretary general of economic affairs division, Mr. Ejaz Naik, opened the bilateral channel of funding for NGOs by making an exception in the case of AKRSP. Mr. V.A. Jaffrey, another former secretary general helped AKRSP in every possible way. Dr. Tariq Siddiqi, federal secretary, is the most knowledgeable person in government about AKRSP and a true friend and advocate of the programme.

The Canadians, the Dutch, the British, the European Community, the Germans including the Konrad Adenauer Foundation, NORAD, OXFAM and IUCN have all contributed immeasurably towards AKRSP's goal of replicability. USAID and the Germans are directly involved in NWFP and Baluchistan in replicating AKRSP. Commander A.A. Neseem, federal secretary, ministry of local government and rural development has obtained the Prime Minister's approval for experimental replication of AKRSP in the provinces of Sind and Punjab and at the national level in the federal rural areas. An attempt was made by a member of the National Assembly to replicate AKRSP in his home district. The Swiss-funded Kalam integrated development project, the malakand social forestry project and the GTZ Mardan integrated rural development project have all been influenced by AKRSP's conceptual model and have tried to emulate the social

8. AKRSP is an island of counter culture in the ocean of fraternity of patronage.

organization component of the programme. The World Bank is planning to adopt the conceptual model for its proposed rural poverty reduction and environment protection project in the mountain areas of Morocco.

When I reflect on the past and contemplate the future, the memories of the past and its achievements seem to overwhelm the vision of the future. Like Esther, I wonder if it is "too good to last". A lot of people say we have reached a plateau. My answer to them is the same as it was to the skeptics in 1983. The answer does not lie with us. It is with the people for whose benefit the programme is striving. If they do not respond, if they do not participate, if they do not accept and adopt the vision of the future, who are we to make or mar anything? We are only facilitators and motivators. We can only take the horse to water. When I go to the villagers and talk to them, all my pessimism seems to evaporate in thin air. Their determination and resolution appear undeterred; but then, we would only know once they achieve the goal of sustainability - a much-maligned word with different connotations for different people, I become apprehensive that His Highness and Donors will lose patience and not give the experiment time to run its full course.

But then, HH has been the prime mover of the programme and its inspiration. My eldest daughter used to dream that my destiny was linked with that of a great man. It seems her dream came true with my joining AKRSP. Very few people know that, but for HH's personal intercession with the executive director of UNICEF, my services could not have been seconded to AKF. *In the early days of the programme, I had to make the same presentation on AKRSP before HH twice within a period of three months. When I apologized for the repetition, HH graciously commented that a good lesson needs to be heard again and again*. When my world was brutally shattered with the greatest tragedy of my life, HH personally consoled my wife and I and helped us reassemble the broken pieces of our lives.

HH has not only always provided me succour and solace when I needed it but made it, abundantly clear from the first day of my work with AKRSP that I had direct access to him, if I ever felt the need. The degree of interest HH has taken in the programme is most flattering and encouraging for all of us. During his last visit to Pakistan in November, HH not only met all the AKRSP donors in Islamabad but also the board of directors and the management group of AKRSP in Karachi. HH took keen interest in and discussed in great detail the future of AKRSP and how important it was to elicit the wishes of the villagers on every new proposal. A more kind, gracious, understanding and inspiring benefactor, one could not hope for.

The saying that there is always a woman behind a successful man was probably never more true than in my case. The one person who made the greatest sacrifice to enable me to pursue my interests, is my wife. She not only resigned herself to a lonesome life but even in the face of the greatest adversity, when my family of four daughters and four grand-children was overnight without a daughter and her two children, my wife did not allow me to give up my work to be with her. She bore the pain all alone for my sake and continues to do so. Whenever I insist on giving it all up for her sake, she would not hear of it. I know if my daughter would have been alive, she would have wanted me to continue working for AKRSP. She loved the area and the people. So do my other daughters. They take so much pride in AKRSP that it is a constant source of sustenance to their father.

What is the future of AKRSP? The one person to whom I have always turned for advice, guidance and showing the way, is my mentor and teacher Dr. Akhter Hameed Khan. Whenever I felt I was in a cul de sac, he showed the way and dispelled the gloom. He is like a beacon, and very confident about the future of AKRSP.

I have always argued that the functions of AKRSP will never phase out because without a support mechanism the VOs (i.e. the institutional framework) cannot survive. However, the nature of support and consequently the form of the support structure will keep changing as VOs mature. *Akhter Hameed Khan cautions against the temptation to carry the raft over your heads even when you have crossed the river and you no longer need it. We have crossed many rivers and we had to built many rafts to do so. Now the challenge is how to get rid of those rafts and make new ones of a different kind. Here again the solution lies with the VOs*. We had asked VOs to generate their own capital through savings. They have accumulated over Rs.100 million yet they use less than half that amount and we are faced with the irony of a flight of capital from this poor region to the rich south. The VOs have to learn to invest their money in the region. What we now need in place of AKRSP's credit and banking section is a regional development bank which would not only provide access to credit to all VOs and take their savings as deposits, but would also invest their savings in the region unlike other commercial banks who remit 95% of the deposits of the region, for investment outside the area. We need to innovate because there are no existing models available, but then, much of AKRSP has depended on innovations. This institution, in due course of time, can subsume most of the current support functions of AKRSP in the fields of social organization, credit and banking and marketing.

***The other major possibility is the development of an academy for rural development, as recommended by the World Bank in its 1989 evaluation of AKRSP.*[9] The existing Human Resource Development Institute (HRDI) is already a step in**

9. RSPs need to take over the role of thought leadership based on the practices in the field. They need to develop a system of harvesting and managing local body of knowledge on Social Mobilization, South-South Cooperation, LSOs, and Social Entrepreneurship.

that direction. AKRSP's great strength is that the many practitioners in the field are potential trainers because the two functions are combined. The scope of the academy is unlimited. Initially it will harness and develop AKRSP's existing expertise, be it in the field of social organization, rural engineering, rural electrification, credit and banking, agricultural and livestock development, forestry, women in development, enterprise development etc., into training courses for village level specialists, programme managers and field staff within and outside the country. Afterwards it will also provide consultancy services in the areas of AKRSP's specialization. The number of requests from young people from within and outside the country to work in AKRSP is most gratifying that the programme should be able to inspire the young in the way it does reflects the innate strength and depth of the programme. People often compliment me and express surprise at the attraction the programme offers to the young people.

We enter the tenth year with confidence and anticipation, thanks to the generous funding provided by AKF and the donors for the next five years. The AKRSP board of directors (BOD) has already set up a programme development committee, which is going to associate the best available consultants in the world to help AKRSP develop successor institutions.

We present the ninth annual review to the connoisseurs of rural development to share our experiences and to learn from their valued comments and observations.

Gilgit
March 1992

Shoaib Sultan Khan
General Manager

Impressions of Visit to AKRSP
October 21-26, 2002

By: Shoaib Sultan Khan
October 31, 2002

Despite a lapse of nearly a decade since I left residence in Northern Areas and Chitral, the weather conditions remain to be the greatest obstacle in reaching the area. This visit which Mr. Steve Rasmussen, General Manager AKRSP had so kindly organized for me was no exception and we could only make it to Chitral after twenty four hours delay. The weather factor compounded with a helicopter suffering from "high blood pressure" according to Saif our Chief Pilot being the main reason for delay. It reminded me of the arrival of the first helicopter in Gilgit which no one was allowed to use for two months till His Highness visited Northern Areas and decreed that he was losing money if helicopter remained grounded and in a lighter vein observed that the helicopter had become a bee in his bonnet. He said everyone seemed to be opposed to the idea but people will realize the value of the helicopter in due course of time. As predicted by HH the helicopter proved a great blessing in implementing AKRSP. My current visit to Chitral, Gilgit and Skardu in less than five days would not have been possible without Saif and his colleagues most devoted and dedicated efforts in meeting competing demands from important quarters. I am grateful to the Helicopter Wing for the special treatment they always give me.

The excellent programme drawn up by Regional Programme Managers (RPM) under Steve's guidance, took me to Susum Valley in Chitral besides a coordination meeting between AKRSP and SRSP in which both the Chairpersons and Chief Executives of the organisations participated and meeting with District Nazim along with districts heads of departments and AKDN representatives. In Gilgit besides Astore Valley and Oshikandas Women Organisation I saw the Dry Fruit Project and the Pilot Poverty Project. In Skardu besides visit to Al Nusrat NGO and meetings with Baltistan NGO Network, AKRSP Regional staff I also saw the Pipe Siphon Irrigation Project at Narthang. The Karakoram Area Development Organisation (KADO) also gave a briefing in Gilgit and I also participated in one session of the National Conference on Gender and Poverty organized by UNDP in collaboration with Federal Women Ministry and Northern Areas Administration. I also made courtesy calls on the Chief Secretary and Secretaries of the Departments of Agriculture/Forestry, Education/ Local Govt. and Home of Northern Areas Administration.

My impressions are based on the exposure I had during the Chitral and Northern Areas visit and the experience of my association with AKRSP since its inception in December 1982.

Institutional Development

By the end 2001, AKRSP had organized 3940 Village and Women Organisations comprising 147381 members including 49841 women covering 88% of the rural households.

These VOs/WOs had evolved in formation of 309 Clusters/Local Development Organisations (LDO) and fostered linkages with 2000 other organisations.

I was exposed to only one LDO namely Karimabad Area Development Organisation in Chitral and interacted with Al Nusrat, BNN in Baltistan and Akbar Development Organisation in Gilgit which would fall in the category of other organisations or NGOs with which VO/WO had sought linkages. Karimabad Area Development Organisation in Hunza was on its own as an enterprise being run on commercial lines like BRAC in Bangladesh is operating its enterprise activities.

To my mind linkages with other organisations or NGOs by VOs/WOs only supplement and complement AKRSP packages and are in no way a substitute to the support AKRSP has been giving to VOs/WOs especially in the productive sector. Most of the other organisations or NGOs have been working in the social sector especially health, education and of late in conservation and wildlife protection.

The LDO seems to have the potential to become initially a mini AKRSP and ultimately develop into an autonomous and independent support organisation for the VOs/WOs federating into the LDO.

I could discern AKRSP eroding its grassroots constituency and losing contact with the masses, especially the poor, built over so many years if it chooses to work only through other organisations and NGOs. NGOs cannot be a substitute for LDOs. Karimabad Area Development Organisation in Chitral brought this out very clearly when I juxtaposed it against Al Nusrat and BNN in Baltistan and ADO in Gilgit.

However, it was also apparent that the Social Guidance phase in AKRSP was now fully matured and for its sustainability the support needed by VOs/WOs and LDOs from AKRSP has to be in the field of Management Guidance and Technical Guidance. Without the Management Guidance, the LDOs would never mature. I could see this happening in case of Chitral Karimabad Area Development Organisation. Instead of looking ahead to sustainability, they seem to be slipping back into a dependency syndrome.

The challenge before AKRSP is how to nurture LDOs to act as financially sustainable mini AKRSP for VOs/WOs. The secret of success of LDOs would be in making them accountable to VOs/WOs instead LDOs undermining the primacy of the grassroots institutions. There is considerable experience at hand and a brainstorming amongst RPMs and other staff may result in formulation of an action plan to achieve this objective. In fact interdisciplinary teams of AKRSP staff in each Region may be formed and given the responsibility to nurture the LDOs within a timeframe and their performance and future be linked to achievement of this target. This could be the real Management Guidance.

The Dry Fruit Project

On the Technical Guidance side, the Dry Fruit Project is an outstanding example. Steve deserves all praise for the support he gave to Sher Ghazi in implementing this project. This project is simply to be seen to realize what tremendous hidden potential is there in Northern Areas and Chitral. *This is a project which has the potential to benefit the maximum number of people in the Regions and bring about a revolution in the cash economy of the area. The project has not only identified the raw material but perfected its processing through indigenous equipment costing Rs. 25000 against Rs. 6 million for an imported one and above all finding international market. All at an investment of only Rs. 4 million which also provides employment to 50 women*. There is immediate potential to have eight such units with 100-ton capacity each whereas the future holds a market for sales of 5,000 tons. The mind boggles at the prospects opened up by the Dry Fruit Project. AKRSP needs to identify Sher Ghazis in every field of its activity be it forestry, fruits other than apricots, livestock produce, enterprise development, mineral exploitation etc.

Productive Physical Infrastructure (PPI)

AKRSP had followed a strategy of going to the communities without a pre- conceived package of intervention since the initial thrust of the programme was to organize the rural people to harness their potential in helping them to undertake projects which they wanted not only to implement but were also capable of maintaining. The PPIs were selected on the criteria encompassing equity, productivity and sustainability and in fact were an investment in organisation. It was for this reason that a decision was taken that since PPIs were an investment in organisation once a community was organized, it would not be entitled to a second PPI.

What I saw during my visit to AKRSP that a second generation PPIs were being implemented known as mega PPIs. In Chitral I saw link roads covering many VOs/WOs and what was most gratifying quite well maintained. *In Baltistan I visited the Narthing Pipe Siphon Irrigation Project in which 8 VOs with 500 households as members were participating. An investment of Rs. 7 million is likely to generate an annual income of Rs. 7 million for at least next 20 years if not more. The involvement of Al Asr Cluster Organisation of Gole and Ghoro (LDO) was indeed most effective*.

The Eidgah Water Supply Scheme in Astore not only benefited 305 households but also ensured water supply to 18 government departments including the hospital.

The most heartwarming story I heard was in the Activists Meeting in Astore when a VO Manager described how the PPI they had constructed which they used to call "Deewar-e-Cheen" (Great Wall of China) was one day washed away by flash floods and the VO opponents called it the curse of God on AKRSP. However, the VO stood steadfast and undertook a drinking water scheme with AKRSP's help. While digging for laying the pipes, the VO struck gold – two antique gold bangles for which the VO got a compensation of Rs.3.5 million. In the words of the VO Manager this was a fitting response to the opponents of AKRSP from divine power.

The importance of mega PPIs have been established beyond questioning in terms of economic benefits and investment in cluster/local development organisations. Thus mega PPIs like VO PPIs should be seen as investment in supra VO/WO organisations like Cluster/LDO. The mega PPIs have also all the essentials of equity, productivity and sustainability.

Pilot Poverty Project (Sikandarabad) Gilgit

AKRSP had been working in the area since 1983 and 3 VOs and 3 WOs were organized in the area. In 2000 AKRSP sought collaboration with Akbar Development Organisation (ADO) set up in Sikandarbad in 1976 to settle land disputes, ban free grazing and motivate self-help work. With the help of ADO through the Pilot Poverty

Project (PPP), the poorest of the poor were identified by VOs/WOs. AKRSP helped ADO in preparing the profile of the poor households and prepared an investment plan how the poor could be helped. During the survey it was assessed that almost 25% of the resources required to help the poor households were already being contributed by VO/WO members in one form or the other.

AKRSP signed an agreement with ADO for one time grant of Rs. 175,000 if Rs.25,000 could be contributed by the ADO to create a Poverty Fund on the understanding that a similar amount would be contributed by the VOs/WOs every year to the Fund.

In the discussion it transpired that ADO as an NGO had no direct link with VOs/WOs of Sikandarabad although some of the office bearers and members of VOs/WOs were also members or office bearers of ADO. Secondly there was no certainty that VOs/WOs would contribute Rs. 25,000 every year to the Poverty Fund. In fact even the initial Rs. 25,000 had come from ADO's own funds which had been on the ground since 1976. I wonder in how many areas and places there would be ADO type NGOs.

From the Poverty Fund ADO gave loans to 16 poorest households but it also used the fund to give loans to non-poor. One of the Managers of a VO who was not identified as poor was given a medical loan of Rs. 20,000 which of course was returned on time.

The AKRSP approach of sensitizing the VO/WO to help the poor members and also to persuade poorest of the poor to join VO/WO is seriously undermined by the approach adopted by the PPP. In fact it encourages VOs/WOs to shift their responsibility of taking care of the poor to another organisation.

In my view, the PPP experiment brings out the need for identification of the poor which in any case has to be done by VO/WO, preparation of the profile of the identified poor and preparation of the investment plan to help the poor. But the implementation should be the responsibility of the concerned VO/WO otherwise PPP will prove non-replicable. The Cluster/LDO should be the forum to undertake the first three steps as it is very unlikely to find ADO type NGO programme area-wide.

Astore Field Management Unit

It was most heartening to visit Astore which forms part of Diamer district. I remembered how the other half of the district comprising Darel and Tangir valleys were violently opposed to AKRSP coming to the area. Their elected leaders would come to me and I would convey His Highness's conditions that AKRSP would only extend to areas if invited by the Administration, political representatives and religious leaders. To my surprise Astore despite being 60% Sunni and 40% Shia fulfilled these conditions and I persuaded my friend Ambassador Vestring of Germany to fund the Astore Programme.

The FMU in Astore had organized 76% of the households in 140 VOs and 90 WOs comprising 5992 male members and 3842 female. In the Activists meeting, they all spoke of their proud achievements through AKRSP support and made a fervent appeal for another ten years of AKRSP presence in the area to help them become self-reliant.

The challenge before the FMU is to bring the remaining 24% of the households in the organized fold especially the poor and the poorest. The visit to Astore was most uplifting. AKRSP has done extremely well.

Women and AKRSP:

The one thing AKRSP has pioneered in the area is the emancipation of women instead of segregation. In my dialogue with the WO in Oshikandas, the women demonstrated a sense of confidence rarely visible earlier and when I asked them what will they do if AKRSP was not there. The response came from one of the older women, "we have survived before AKRSP and we have no doubt we will survive better after AKRSP". There were women entrepreneurs earning not in hundreds and thousands but in lacs. But most heartwarming was their concern for not so well to do households and their promise that they will strive to eradicate poverty completely from amongst them.

Coordination between Development Programmes and with Local Administration

The meeting between AKRSP and SRSP helped in bringing about an understanding between the two programmes to avoid duplication, waste of resources and unnecessary conflict.

The meeting with District Nazim, district heads of departments and AKDN representatives (AKRSP, AKHS, AKES etc.) discussed areas of mutual collaboration and the MoU signed by NRSP with District Nazims of Jhelum and Khaipur were made available to the Nazim with the request to initiate the process in Chitral with ten Union Councils to begin with.

AKRSP Staff

It was sad to discern a feeling of insecurity, demoralization and despondency amongst the staff in the Regions. It appeared ironic and unjust that people who have given the best part of their lives in creating what is called AKRSP renowned the world over should have a sword of Damocles hanging over their head at regular intervals. They certainly deserve a better fate. I would earnestly request the Chairman and the Board to give immediate attention to the matter to restore the morale of the staff which is so very critical for the future progress of AKRSP.

The two RPMs (Gilgit and Baltistan) that I met brought credit and distinction to the job and demonstrated a level of maturity making a strong case for autonomous Regions.

Conclusion

AKRSP has come a long way since my arrival on a cold December night at Gilgit in 1982. It has made tremendous strides over the last two decades. It still has to contribute in many ways from Social Guidance to Management and Technical Guidance. Management Guidance to nurture self-sustaining Local Development Organisations and Technical Guidance to usher in initiatives like Dry Fruit Projects. It has still to develop land and mega PPIs are an appropriate response. It has made *tremendous progress in forging linkages with local administration and government programmes but sustainability will come only when LDOs become active partners with local councils and administration*. The linkages with local NGOs have been a very good development in complementing and supplementing AKRSP but they cannot be a substitute for what AKRSP has to do in nurturing LDOs to be a sustainable support organisation for VOs/WOs the foundation on which AKRSP has been built upon.

c.c. Mr. Iqbal Walji, Chairman, AKRSP Board of Directors, Islamabad
Mr. Steve Rasmussen, General Manager AKRSP Islamabad
Dr. Farman Ali, Regional Programme Manager, AKRSP Gilgit
Mr. Muhammad Ali, Regional Programme Manager, AKRSP Baltistan
Mr. Sardar Ayub, AKRSP Chitral
Lt. Col. (Retd) Mustafa Kamal Siddiqi, Helicopter Wing, Rawalpindi Members of Board of Directors, AKRSP

Note for Record

By: Shoaib Sultan Khan
November 8, 2003

Subject: **Visit to AKRSP – October 28-29, 2003**

In my last visit to AKRSP three months ago, I had advocated fostering of financially viable Community Support Organisations (CSOs) to enable VOs/WOs to become self reliant and sustainable.

Thanks to Izhar who arranged my programme and Munir who kindly made the helicopter available I visited two budding CSOs in Chitral.

Over 200 men and women greeted us, I persuaded Shahzada Sirajul Mulk also to come with me, at Susum where 48 Village Organisations (VOs) and 46 Women Organisations (WOs) after forming themselves in 7 Clusters, federated the Clusters in 1998 in Karimabad Area Development Organisation. The Karimabad Area Development Organisation mostly addressed welfare and conservation issues.

For the last few months, Karimabad Area Development Organisation with the help of Innovations for Poverty Reduction (IPRP) of Swiss Development Agency inducted a professional structure to manage Karimabad Area Development Organisation in the shape of a Management Team comprising a Project Manager assisted by two male and two female mobilisers. The Management Team reports on every 5th of the month its progress to the Board of Directors of Karimabad Area Development Organisation which has representatives from Clusters formed by VOs/WOs.

Although this is a step in the right direction and Karimabad Area Development Organisation has set up an English Medium School, undertaken conservation of natural resources including replication of trophy hunting, waste management, collaboration with PTCL for a telephone exchange and partnership with IPRP and its future plans include strengthening of grassroots institutions, natural resource management, human resource development, micro finance, linkages and group formation of the poorest of the poor but sustainability is still a far cry.

Thus despite their aims and objectives, Karimabad Area Development Organisation is still looking towards donors for financial viability and even for Rs. 40,000 a month for the Management Team it has to beg SDC for financial assistance.

On the other hand, *Karimabad Area Development Organisation is sitting over Rs. 25 million as savings of VOs/WOs. In the money market, Karimabad Area Development Organisation can utilize the savings to leverage equivalent amount at 3% on which a substantial markup can be earned to defray the operational expenses of the Management Team. It is only when Karimabad Area Development Organisation becomes the employer and paymaster of the Management Team that financial viability and sustainability of Karimabad Area Development Organisation can be ensured.*[10]

The audience evinced keen interest in the idea and responded positively to my offer for an orientation, exposure and training course for Cluster representatives both men and women to understand the direction to financial viability of the community support organisation like Karimabad Area Development Organisation.

In Mastuj Valley at Chuinich, Siraj and I were again greeted by a large throng of men and women representing 18 Clusters comprising 113 VOs and 136 WOs. The Clusters had helped formation of an Educational Society to run a Girls College and the Society was now looking for funds for construction of college building.

The Clusters were also thinking of setting up Mastuj Area Development Organisation as an umbrella for all the Clusters on the lines of Naunehal in Gilgit.

The Mastuj, Laspur and Yarkhun Valley VOs/WOs have also accumulated Rs. 20 million as their savings. We had a similar discussion with them as at Susum.

I urged the AKRSP staff to help in preparation of household level plans by VOs/WOs to ascertain their potential to make productive use of savings, otherwise savings become counter productive and are used by others outside the area through the conduit of banking channels. I also offered orientation, exposure and training opportunities to Cluster representatives especially women as they seemed much more dynamic than men. I advised the Educational Society to initially ask for help and support for teachers training and equipment instead of funds for construction work. They should adopt an incremental approach and building should only be constructed once the educational side of the college is well established.

Siraj also spoke at both Susum and Mastuj in Khwar reinforcing the desirability of becoming self reliant, sustainable and the importance of savings and its usage.

Before we left, Activist Mustafa reminded me of my first visit to Chuinich twenty years ago when a fight started during my dialogue between two rival groups and how I left asking them to settle their disputes before AKRSP could enter into a partnership with them. Mustafa was leader of one of the factions. Today he was very happily and proudly pointing out to me what a long distance they had covered on the road to development since 1983.[11]

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10. You have proposed an appropriate Business model for a sustainable and accountable LSO. Karimabad Area Development Organisation perhaps needs to make transition form the framework of a voluntary to professional organization. It also means accepting the ethics of a social business model and moving a step ahead of subsistence economy ethics.
11. This fight was perhaps very well captured in your video Valleys in Transition.

I have, on return from Chitral, asked NRSP Institute of Rural Management to develop an orientation, exposure and training module to meet the needs of the Susum and Mastuj Cluster representatives to put their community support organisations such as, Karimabad Area Development Organisation or proposed MADO on way to financial sustainability.

c.c. Mr. Iqbal Walji, Chairman AKRSP BoD, Islamabad
Mr. Izhar A. Hunzai, General Manager AKRSP, Gilgit
Mr. Munir Merali, Chief Executive Officer, AKF Islamabad
Directors, AKRSP BoD

Note for the Board

July 30-31, 2006

By: Shoaib Sultan Khan
August 5, 2006

Subject: Visit to AKRSP Local Support Organisations (LSO)

On the fateful day in December 1982, when I had set out on my journey to Gilgit in a borrowed jeep, it was not in my wildest dreams what was to become of Aga Khan Rural Support Programme (AKRSP). I had taken this plunge in "terra incognita" to borrow Bob Shaw's words only on the assurance of my mentor Dr. Akhter Hameed Khan (AHK) who came all the way to Sri Lanka to persuade me that despite our unceremonious exit from Daudzai in 1975, environment was now favourable in Pakistan to initiate a programme picking up the threads where Daudzai had left. He was optimistic that behind the AKF (Aga Khan Foundation) shield, AKRSP would be able to deflect all arrows and missiles thrown at it. On top of all this, he promised his full guidance and support and true to his words made no less than 12 visits to Gilgit, many a time by road and his twelve reports on AKRSP are the textbook of Rural Development.

My first meeting with His Highness arranged by Ramzanbhai at breakfast, at the State Guest House in Rawalpindi, as HH could not come to Gilgit due to inclement weather, further reinforced what AHK had told me. Of my three benefactors in working life, finally I had found a Patron who had a long term vision and abiding interest in the programme so much so that in front of the Chairman of the Board of Directors of AKRSP, I was being given a carte blanche to approach HH directly whenever I felt I needed his personal support for the Programme.

HH explained his vision that he wanted economic development of the whole region including Northern Areas and Chitral (NAC). He wanted to prevent growth of only islands of prosperity.

Fortified with the assurance of a Patron for long time support and knowledge of a Mentor second to none in the world, I had an opportunity of a life time.

The conceptual package of AKRSP, passed on to me by AHK, which he professed , was not invented by him but was the distillation of successful poverty reduction approaches of the world be it Raifesson's Germany, early 20th century Japan, Joint Commission for Relief and Reconstruction of Taiwan or Comilla Thana Pilot Project. The concept was simple and straightforward. Poor people, men and women, like any other human being have potential and are willing to do many things themselves. However, individually they are helpless and unable to overcome the handicaps they suffer from. The only way this constraint could be overcome was by getting the poor organized and thus empowered to overcome their handicaps. Their second constraint was lack of capital. Here again it was organisation which could enable them to generate capital through savings and allow savings to be pooled to form a formidable amount to attract more capital. The third constraint of the poor was lack of human skills, such as managerial, cooperative, productive and so on.

Thus the Conceptual Package of AKRSP was based on these three principles namely, organisation, capital and skills.

To translate the concept into an operational programme, AKRSP identified three infrastructures namely:

- Socio-economic Infrastructure
- Productive Physical Infrastructure
- Administrative Infrastructure.

The main challenge for AKRSP was would the rural poor of Northern Areas and Chitral be willing to accept the terms of development partnership being offered to them. AKRSP was asking them to fulfil these obligations of getting organized, generating capital through savings and acquiring human skills before the Programme would do anything for them.

On my first dialogue at Japuka in Ghizar Valley when I set out these terms of partnership, there was lot of murmur and expression of disappointment and on top of this, it was snowing to make the environment even more chilly. But then there were a few who understood what AKRSP was offering and persuaded the village to get organized, start a savings programme and appoint their president and manager to acquire leadership and management training arranged by AKRSP. In return in due course of time AKRSP agreed to support them in linking the bridge built by NA PWD on Gilgit river with a road running through the village. Our engineers had thought it will take villagers three months with 30 labour working 8 hours a day. The newly formed Village Organisation (VO) completed the link road in 14 days with 100 persons working 12 hours a day. Irrespective of the fact the work was done early but it was in terms of quality even better than the specifications given in the cost estimates.

The VO had qualified for full payment and got it. The news of Japuka road spread like wild fire through all the villages and VO Japuka was pioneer in getting AKRSP approach accepted.[12]

Similarly, a few days later on my return from Sherqilla after holding a dialogue, I got a letter from the women asking me why AKRSP was ignoring them and to prove their credentials even sent a resolution of the women organisation (WO) formed sou motu by women of Sherqilla adhering to the terms of partnership set out by AKRSP. The women of Sherqilla can take all the credit in initiating women's programme in AKRSP.[13]

The success of AKRSP depends on (i) willingness of the community to get organized and identify an honest and competent president/manager to lead the organisation and (ii) dedicated and committed staff in AKRSP who would accept that the villager was the king.

What happened over the last 23 years is history. AKRSP was initiated with the twin objectives of doubling the income of the people of NAC in ten years and developing a replicable model of rural development. Within first ten years, AKRSP achieved its first objective according to the World Bank evaluation of 1987 and 1992 and a substantial progress has been made in the replicability area not only in Pakistan but also abroad.

However, what is still eluding AKRSP was the sustainability of the framework of grassroots institutions of men and women AKRSP had fostered and which had been the sheet anchor of all its development. The Board of Directors of AKRSP has been debating this issue since 1992 and the credit must go to Iqbal Walji the Chairman of the Board duly supported by Vice Chairman Ali Rattansey who finally in the meeting of the Board at Chitral in October 2005 persuaded the Board to adopt a clear cut strategy for the future sustainability of AKRSP and its work of over two decades.

I took advantage of His Highness' visit to Pakistan in the wake of October earthquake to apprise him of the decision of the AKRSP Board under the chairmanship of Iqbal which has taken the Board more than ten years and solicited HH approval to the proposal.

My current visit to Skardu and Gilgit, courtesy Al-Nashir's making the helicopter available, was to participate in the dialogue on Local Support Organisations (LSOs).

At Skardu we met representatives of 5 potential LSOs and had also the benefit of the advice of Mr. Fida Mohammad Nashad, Member Northern Areas Council. Nashad was the main prime mover in bringing AKRSP to Baltistan. In one of my meetings with HH when I had sought his guidance in initiating AKRSP in Baltistan, he had advised to initiate the programme anywhere provided the Northern Areas Administration agrees to the proposal, the politicians of the area support it and above all the local religious leaders should have no objection. When Nashad offered all his District Council development funds and the Commissioner NAs offered to personally attend AKRSP dialogues in Baltistan and Allama (Late) Ghulam Mohammad gave his blessings, I initiated AKRSP in two Union Councils of Baltistan in 1985. However, I was shocked at the reaction of the Board of AKRSP including Bill and Bob who thought I had exceeded my mandate in expanding AKRSP to Baltistan. The Board decided to refer the matter to HH for a decision. They were all surprised when HH observed that he was under the impression that AKRSP had expanded to Baltistan long ago. Today Baltistan and AKRSP had come a long way. The praises being showered on AKRSP by the LSO representatives were most gratifying. They were most enthusiastic about the whole concept of LSO and offered their fullest support in making it a success.

In Gilgit we went to Hatoon in Ghizar district, which I had first visited in January 1983 and the villagers agreed to form two men and women VO and WO. While AKRSP BoD kept on debating the issue, a Hatoon Development Organisation was set up in 1998 by 14 VOs and 13 WOs representing 752 households of Hatoon and adjoining villages of Hassis, Golodass, Famari, Mayoon and Birgal.

More than 500 men and women had come to greet us. Chairman Rozimand who was the president of the first VO formed in Hatoon was the Chairman of the Hatoon Development Organisation also. He welcomed AKRSP acceptance of the concept and support to setting up of Hatoon LSO and giving it monetary support of Rs. 30,000 p.m. for professional and full time staff to enable the LSO to be in a position to truly be a successor to AKRSP in providing support to the VOs/WOs of Hatoon Area.

The important thing that AKRSP management has to ensure that the professional support to LSOs should in no way diminish the voluntary interest and enthusiasm in LSO. This can only be achieved by making the professionals fully subservient to voluntary leadership. The monetary support should be made available to LSO voluntary leadership without any strings attached. It should be an outcome oriented monitoring. LSOs first and foremost objective is strengthening and reviving VOs/WOs. How the LSO does it should be left to the LSO. How many staff professionals and at what salaries the LSO wants to engage, should be left the activists and volunteers of LSO. It will be death knell of LSO concept if AKRSP imposes its management and administrative

12. It is an excellent summary of the process based approach describing every step and the dynamics of change. The world is missing this theory of change. An academic might need at least one PhD dissertation to be convinced but the 'illiterate' villagers need only one dialogue. Hearts learn at much faster pace than mind.
13. Vow, Eureka moment, anybody listening?

practices. The Sangam Local Support Organisation of Hatoon should be encouraged to become an independent and autonomous support organisation fully managed and run by the volunteer Board of Directors and its Chairman.

This was my second visit to Danyore which like Hatoon had also formed a Local Support Organisation in January 2005 comprising 24 WOs, 18 VOs and 7 CBOs representing 2625 households. AKRSP like Hatoon gave a formal recognition to Danyore LSO by signing an MoU to provide monetary support of rs. 30,000 p.m. In this case also, I would stress the same terms and conditions for management of LSO as in the case of Hatoon LSO.

From December 1982 AKRSP has come a long way and the vision of support organisations managed by VOs/WOs seems a reality. There is potential for formation of 100 LSOs in NAC which would usher in a true era of sustainable development.

Note for Record

By: Shoaib Sultan Khan
July 8, 2009

Subject: AKRSP Local Support Organisations (LSOs)

It used to take me eight hours from Gilgit to reach Yasin valley on a bone-shaking and precarious jeep track, in many places suspended in the air over the river with a sheer drop of hundreds of feet. Once I had come across a distraught young woman sitting on the roadside, whose whole family of eleven members had fallen off the cliff with the jeep in the river. By sheer luck, she was thrown on the road when we arrived on the scene. Dead bodies were floating in the river by the submerged jeep and Deputy Superintendent of Police (DSP) Nazrab, who was accompanying me, without losing a moment, hurtled down the steep slope, as if he had been electrified and rescued many lives. Today I did the journey in three hours in an airconditioned Land Cruiser on a smooth black top road.

At Taos Yasin, we were greeted by the members of the Al-Karim Development Organisation, the LSO of Taos-Yasin Union Council along with representatives of the Gakuch District LSO Network, Hatoon, Teru, Immit and Chattorkhand LSOs besides Taos.

The best news that the LSO gave was that according to Poverty Score Card of the Taos UC, out of 1405 households, only one was graded as extremely poor. On my query "couldn't the LSO wash away this black mark by helping the household to get out of this category", the response was positive.

Taos LSO has indeed developed in an institution of the people being managed and governed by volunteers with professional support of employees of the LSO answerable to the LSO Board and Chairman. The most redeeming feature was the emergence of young leadership. The old guards have willingly handed over the management of the LSO to the younger generation, especially in case of women. Many of the youngsters have grown up watching evolution of VOs/WOs in LSO and indeed some were the children of former VO/WO presidents and managers.

On the linkages front, the LSO has forged linkages with local government departments, agriculture, livestock, Baitul Mal, AKDN and BISP besides donors and other development agencies. RGM Gilgit Region informed me that as compared to 10 linkages forged by AKRSP for the VOs/WOs last year, the LSOs have forged 300 linkages currently.

It is only the financial viability of the LSO which remains to be seriously addressed. Currently the operational cost of the LSO is being met by a grant of Rs. 30,000 per month from AKRSP. This grant is promised for two years and in some cases, LSOs have already received it for three years. I wish AKRSP would have listened to the advice to give the total amount of support upfront and also left it to the LSO to recruit their professional staff instead of burdening them with an expensive recurrent management cost. Anyway, what is done is done. The challenge for LSOs is how to raise Rs. 360,000 per annum to defray the recurrent cost. Taos LSO with Rs. 5.5 million savings and a revolving fund of Rs. 1.3 million given by RSPN and AKRSP should be able to meet this challenge. What the LSO should aim at is a revolving fund of Rs. 3.5 million.

In all the LSOs I visited in Punyal Valley, Gojal Valley, Hunza Valley, Nagar Valley, Skardu Valley and Baltistan LSOs representative, I underscored the importance of financial viability of the LSOs for sustainability. In Baltistan, they would match it with an equivalent amount to make LSO financially viable. I think AKRSP should take up this offer of theirs in collaboration with RSPN, on condition that the LSO should fulfil their part of the obligation first and revolve Rs. 1.5 million for six months to a year to qualify for the AKRSP/RSPN share.

The LSO District Network idea is the logical evolution of the concept of the fostering of institutions of the people. I was delighted that Gakuch District LSOs have on their own taken this step and got the Network of LSOs registered in March 2009. The initiative has been taken by Rosamand of Hatoon with the following objectives and functions:

i) to act as a peace forum which is essential for development;
ii) to organize human resources of the district;
iii) to deal with district level government departments and other development agencies;
iv) to share experiences;
v) to strengthen grassroots institutions;
vi) to do district planning;
vii) to forge linkages; and
viii) to act as a pressure group for lobbying for the legitimate rights of the district.

On return from Taos, we stopped at the PTDC Motel overlooking Khalti lake, which was formed overnight by a massive mudflow during my tenure as General Manager, AKRSP. Hussain Wali did his best to blast the mudflow to drain out the lake to reclaim the agricultural fields of the inhabitants of Khalti devoured by the formation of the lake due to the dam created on the

river. A dam of this size across the river would have taken engineers years and massive machinery and manpower. Nature created it in a few hours. Fortunately there were no human casualties. The lake now provided a most scenic background to the motel.

At Sust a last minute change in the venue of the meeting of the Gojal Rural Support Organisation (LSO) took me to Nazimabad (Sust Bala) instead of the usual meeting place by the side of the tunnel channel. From the helicopter, I could see 8,000 kanals of land developed which is now priced at Rs. 3 lac per kanal. AKRSP had given only Rs. 3 lac assistance to Sust VO for tunnel channel. The whole area of Sust was a far cry from what I had seen on my first visit in December 1982. The venue had to be changed at the last minute on the insistence of the representatives of Agencies who considered the gathering of people in such large number a security hazard. I only came to know of the change on my return from the meeting, when the old office bearers of the VO, full of rage and ire appeared on the scene accusing the LSO office bearers of depriving them the opportunity to meet me. They brought a beautifully painted huge banner with the name of the 60 members of the VO who had constructed the Tunnel Channel. I was greatly pained at this disappointment of the people. But in our country, Agencies are supreme these days. Who can challenge them? In the name of security, they can crush the feelings of the people.

The Ganesh Development Organisation (LSO) is totally women centred with a male and female MBA from Nagar as the professionals of the LSO. The proceedings of the LSO were conducted by women, something unthinkable, when AKRSP initiated its programme in Nagar. Ganesh LSO has both Ismaili and Shia villages in its membership with Jan-e-Alam, who is also a member of the District Council playing a lead role. The financial viability of the LSO was also thoroughly discussed here too.

I was happy to see Syed Yahya Shah at Nilt amongst the LSO members of Minapin Rakaposhi LSO who came to meet us. From a single crop, the area has now become double crop. The fruit processing business received a setback with the bombing of the Hasho Group of hotels, the LSOs main buyers of the fruit pulp. I suggested search for alternate markets through RSPN assistance by putting them in contact with marketing experts like Shahnaz Kapadia.

After a long discussion with LSO Activists at Skardu and visit to Hussainabad Sada Hussain LSO, the proposal for matching grant for revolving fund for LSOs was given by the LSO representatives. At Hussainabad, the RSPN grant for community investment fund was used by the LSO not strictly according to the guidelines given by RSPN. Instead the LSO gave part of the grant to non-poor but ensuring a recovery of Rs. 60,000 per month for on lending to the poor according to the terms and conditions laid down by RSPN. Of course this meant delayed access to CIF of the poor but it created confidence in the LSO in managing CIF. RSPN should not try to strictly enforce the terms so long as the capital is not put at risk. As Akhter Hameed Khan used to advocate an organic, pragmatic and sociological approach. The LSOs will learn by doing.

This was a most uplifting and invigorating field visit and I am most grateful to Izhar for arranging it and to RGM Gilgit Muzaffar whose vision of fostering institutions of the people is mirrored in the LSOs I visited, is indeed the key to the sustainability of AKRSP. Nazir in Baltistan, in a very short visit, arranged an excellent exposure for me.

By good fortune, I could not have asked for a more pleasant and congenial company on this visit comprising Shahida Jaffrey, Masood, Shandana and the new Vice Chancellor of Karakorum International University Dr. Najma Najam who accompanied us to Hunza and Skardu. My thanks to Al-Nashir for making the helicopter available without which it would have been impossible to cover so much ground. Bokhari and the Swiss pilot were most considerate and patient and the flights were par excellence.

Note for Record

By: Shoaib Sultan Khan
September 25, 2012

Subject: 30th YEAR OF AKRSP

In 1982, when I was serving as Social Development Consultant to UNICEF in Sri Lanka, I persuaded the UNICEF Resident Representative Dr. Hoda Badran to invite Dr. Akhter Hameed Khan (AHK) for a one day Retreat with UNICEF professional staff. On arrival, AHK sprung the news on me that Aga Khan Foundation (AKF), Geneva was looking for a General Manager (GM) to initiate their Aga Khan Rural Support Programme (AKRSP) in Northern Areas (NAs) of Pakistan. He advised me to accept the offer. The circumstances surrounding the demise of Daudzai Project in 1975 and both AHK and mine departure from Peshawar and my seeking new pastures under UN, leaving Civil Service of Pakistan (CSP) and AHK returning to Michigan State University, were still fresh in my mind. I had no desire to return to Pakistan.

AHK, on his return from Michigan, had initiated the Orangi Pilot Project with Bank of Credit & Commerce International (BCCI) in Karachi urban area. A month after my meeting with AHK in Sri Lanka, I got a call from him to come to Karachi to meet Agha Hasan Abidi, President of BCCI, because AHK now wanted me to work with him in Karachi. Agha Hasan Abidi met me in his personal Boeing 707 converted into a full fledged office, parked at Karachi airport and repeated AHK's offer. I explained the circumstances under which I left Pakistan, as the project I did under AHK's tutelage as Director, Pakistan Academy for Rural Development (PARD) was not looked upon favourably by the government of the day, in fact I was charged with subversion and hounded with an FIA enquiry and thrown out of the Academy for no rhyme or reason. I told Mr. Abidi that I would love to work with AHK but he will have to secure my services from UNICEF on deputation. Mr. Abidi agreed to do so.

A couple of months later, Mr. Robert d'Arcy Shaw (Bob) came to visit me in Sri Lanka and to enquire if I would be willing to appear for an interview before the AKRSP Board of Directors at Karachi. I put forth the same condition before Bob as I had before Mr. Abidi. Bob promised to do so and in due course of time, I was invited to Karachi by AKF and appeared before the Board to have lunch with the members. I had no idea that there were other candidates also, till Bob, rang me up at my house and briefed me what sort of questions were being asked by the members of the Board. Bob did not want to take any chances. I returned to Sri Lanka after the interview and a two day trip to Gilgit with Bob. Our return flight from Gilgit was cancelled and Bob hired a taxi to drive us back to Islamabad. From Chinar Inn to holiday Inn (Now Marriott), we did it in ten hours. I never did it that fast ever.

One day Hoda Badran called me and handed me UNICEF HQs' agreement to my deputation to AKF for posting in Pakistan. This was most unusual because UN agencies do not post international staff to their home country. I was greatly touched to learn that it was on the personal request of His Highness that Executive Director UNICEF Mr. James Grant agreed to this arrangement. After three years when I terminated my deputation and resigned from UNICEF, I received an intimation of Mr. Grant's desire to visit AKRSP. He flew directly from New York to Islamabad and hopped on to AKF helicopter to come to Gilgit. After two days visit of AKRSP, when I went to see him off at Gilgit airport, he asked me if I knew why he came to Gilgit and informed " I came to see why you resigned from UNICEF" and added "If I were you, I would have done to same". That was typical of Mr. Grant, a legend in UN circles.

I was due to leave for my AKRSP assignment on November 30, 1982, a month earlier I received a first class air ticket from BCCI London requesting me to meet Mr. Abidi. As I was planning to go to London for a medical condition, I availed of BCCI invitation. Mr. Abidi gave me an open ended letter of appointment with posting in London and interest free loan for purchasing a house. I excused myself saying I have already accepted AKF offer. Obviously, God was taking care of my interests and in my wildest imagination, I could not think what was in store for me.

Mr. Kashif Zafar of British Pakistan Foundation (BPF) over the last two years, has espoused the cause of Rural Support Programmes (RSPs) with such consideration and sincerity that words fail me to describe it. He has introduced me and Rural Support Programmes Network (RSPN) and the CEOs at umpteen forums including the MPs and Lords, BBC, journalists and of course the Diaspora. . One of the events Kashif invited me to, was a luncheon hosted at the Savoy by BPF in collaboration with Baroness Warsi to launch British Pakistanis Young Conservatives. The Prime Minister of Britain Mr. Cameron and of Pakistan Mr. Gillani were Guests of Honour. I happened to share the table with Mr. Brooks Newmark, MP and Mr. Peter Oborne, Senior Political Correspondent of the Daily Telegraph. Both of them expressed a keen desire to visit AKRSP. I sent an email to Chairman AKRSP Board of Directors Ali Rattansey requesting availability of AKF helicopter. Since travel by the helicopter, requires clearance of foreign passengers by the agencies, I thought that would take care of intelligence clearances. How mistaken I was, those days were gone when I used to invite foreigners overnight and by next morning all clearances and formalities, to enable them to travel by the helicopter, were done. Now three months were not enough to complete the formalities. Everything happened

at the last minute on the basis of personal contacts. Inviting foreigners to Pakistan is now a nightmare. How sad, considering such visitors invariably become true lovers of Pakistan and the country's best propagandist.

Having overcome all the hurdles and enthusiastic support by CEO AKF Karim Alibhai in arranging the helicopter, news came that the helicopter met with an accident resulting in damage to the rotor. Fortunately a replacement was flown to Karachi but it did not fit in the cargo belly of the PIA planes coming to Islamabad. Karim Alibhai does not give up easily. He requested and got arranged the AKF helicopter based at Doshanbe to come to Islamabad and also somehow arranged the agency clearances from the Ministry of Interior for our foreign guests. News came that unlike the Italian Pilots, the Tajik Pilots who were to fly from Dushanbe were not entitled to visa on arrival in Pakistan. The CEO RSPN Shandana Khan, who was dealing with the visit and for the last three months, facing every problem with patience and uncanny skill, got into action and within a few hours got the visas for the Tajik pilots. The last hurdle was to get clearance from army corps commander based at Peshawar to allow the foreigners to travel in KP. This seemed impossible as there was only one day to get it. Mrs. Munawar Humayun, Chairperson SRSP, persuaded an ex-corps commander to get the requisite no objection. We were now all set to leave, when the news came that the AKF Dushanbe based helicopter also developed a fault and is grounded. The only option was now to fly by PIA, which due to bad weather had not been operating flights to Gilgit for last over four days. Fortunately, we managed to get seats to Gilgit the next day and lo and behold the flight operated.

Brooks, Peter, Con Coughlin (another Telegraph correspondent), Mudassar of Unitas, a Director of British Pakistan Foundation, Shandana, Malik (GM AKRSP) and myself could not believe our luck when we landed at Gilgit airport. Without losing any time, Straight from the airport, we drove to Sust, the last border village in Pakistan bordering with China. However, the journey involved 100 km travel by Karakoram Highway (KKH) where Attabad lake devours the road and we got a speed boat to cross the lake which took an hour and again travelled for two and half hours to reach the channel tunnel project at Sust. The visitors marveled at the courage and expertise of the villagers who had tunneled the mountain to bring water from the glacier to irrigate a barren piece of land, nearly 1,000 acres. A monetary support of Pak Rs. 300,000 had enabled villagers to create assets worth billions of rupees for the original 64 households and their off springs. After the project visit, the visitors had a lively discussion with Gojal Local Support Organisation members.

By the time we returned and reached the lake, it was dark and by moonlight we traversed the vast expanse of water, created by a massive landslide in 2010. By 9 pm, we reached Serena at Karimabad. Having got up at 5 am to take the flight from Islamabad, the visitors were on their feet for over 16 hours but they seemed to enjoy every minute of it.

The next day we all made our way to Eagle's Nest high up in Altit, where AKRSP Management had organized, in collaboration with Baltit Rural Support Organisation (BRSO) a "Shoaib Sultan Khan Service Medal" award ceremony. Over 50 village activists of over 70 years age, both men and women, who had served as volunteer office bearers of the Village Organisations (VOs) were given Awards. They came both from Gilgit-Baltistan. In the current charged environment of sectarian hatred, it was a most moving scene. To be honoured and remembered, after 18 years of my departure from Northern Areas and Chitral, in this beautiful way overwhelmed me with emotions which I could not control. There was a dispute between Malik and Izhar, as who thought of the idea. To me, whoever thought of the idea, it was one of the most cherished moments of my life, meeting so many "diamonds" of the community, as Akhter Hameed Khan used to call them. I am grateful to both Malik and Izhar for honouring me so.

Peter and Con, on our journey back to Gilgit, were fascinated by the Nilt terrain and wanted a commemoration plaque for those British army soldiers who gave their lives and won Victoria Crosses. Peter offered to raise funds back home. Malik suggested some kind of community project for commemoration and agreed to discuss it with the Nilt community. Peter and Con also tasted the water of the Juglote spring which Evian had declared as one of the best quality water to their knowledge.

Next morning we were faced with the dilemma of getting PIA seats. Fortunately, the first flight brought the Chief Secretary Sajjad Saleem Hotiyana to Gilgit and like magic, he solved our problem by giving his two priority seats to Brooks, who had a flight to catch at Islamabad for London and Con who had to go to Malakand to collect material for his book on Churchill. On reaching Islamabad, Brooks sent me an email expressing profuse thanks.

Sajjad insisted on my having lunch with him, where his cook produced trout, and accepted my invitation to have dinner at Serena with AKRSP management. He also brought the Home Secretary and Deputy Commissioner with him. Malik and his colleagues had a very productive discussion with the Chief Secretary, especially the modalities of implementation of the CIDA funded Youth Project. Sajjad promised full support and also agreed to have a brainstorming session with representatives of Local Support Organisations. I urged the Chief Secretary to use the Institutions of the People, VOs/LSOs, for bringing about peace and harmony in the area and delivery of services and supplies by the government departments. AKRSP would be most willing to facilitate the interaction between government departments and the institutions of the people. In December 1982, on arrival at Gilgit, I had rented two rooms in PTDC Chinar Inn motel at Rs. 3,000 per month. When Captain Qayyum, who had served as my Assistant Commissioner in Kohat in 1963, became MD PTDC, he ordered the conversion of the two rooms in 1985 as an apartment and fixed the rent in perpetuity on the same terms and conditions as offered to Justice Cornelius in Flettis Hotel

in Lahore. Even after my departure from Gilgit in 1994, AKRSP has maintained the apartment for me. I am ever so grateful to AKRSP for this gesture of kindness and hospitality. I feel as if I have never left Gilgit when I stay in the apartment.

Non-availability of helicopter meant I could not go to Chitral, as my flight to London was in two days time. I could not postpone the departure as Musarrat was alone, my daughter Roohi having left London on 23rd. Peter, Mudassar and Shandana left early morning by road for Chitral over Shandur Pass, the highest polo ground in the world. I felt envious of them and felt sorry for disappointing my friends, the village activists and the AKRSP staff who were waiting for me.

Note for Record

By: Shoaib Sultan Khan
October 11, 2013

Subject: Visit to Baltistan

General Manager AKRSP, Abdul Malik invited me to the LSO-Youth Convention 2013 at Skardu on October 6-8, 2013. Fortunately, the PIA flights did operate and my daughter Roohi, who was visiting me and I made it to Skardu and also returned to Islamabad as planned.

Malik put us up in Shigar Fort Residence, a thousand year old Fort, belonging to Rajas of Shigar, restored by Aga Khan Trust for Culture and now managed as a hotel by Serena Chain of Hotels. It was a most exotic stay. I had the privilege of staying in the Royal Suite. The Residence is being managed better than a Five Star Hotel down country and to add to it is the mystical incredible setting. It is indeed an experience of a life time.

The LSO-Youth Convention was attended by more than 175 participants from Gilgit, Baltistan and Chitral Regions of AKRSP.

The highlight of the Inaugural Session was the speech of the Chief Guest – Commissioner Baltistan Mr. Abdul Qamar Shehzad (AQS) who took us all by surprise by narrating what happened on December 12, 1982 when in his native village Japuka, he saw a group of strangers walking near his house with snow falling outside. It turned out the group was led by Shoaib Sultan Khan (SSK) and they had come to introduce AKRSP. AQS led them to his house and gave them a cup of tea. SSK explained briefly what AKRSP planned to do but requested all the 110 households living in Japuka to assemble to enable him to hold a dialogue. He promised to return a few days later. Japuka was recently connected by a bridge to cross the river but there was a mound of earth immediately after crossing the bridge and there was only a footpath leading to the village causing great hardship to the residents in bringing in things to the village from outside or taking their agricultural or horticultural produces outside for marketing. AQS wondered how in this inclement weather with snow fall, these down country people had braved everything including the perpendicular climb on the mound to come to Japuka.

AQS narrated on the appointed day SSK and his team again came to Japuka and he took them to the house of the Mukhi where a few people had gathered. SSK asked where are the villagers. Due to a death, a number of people had gone for the funeral. According to AQS, SSK got a bit annoyed and said he had not come to drink tea, he had come to hold a dialogue with all the residents of the village. AQS immediately sent out people to assemble the residents and in a little while took SSK and his team to the Jamaatkhana where a sizable number of residents had assembled. SSK explained the terms of development partnership between AKRSP and Japuka village including the rights and obligations of both sides.

The villagers identified link road from the bridge right through the village connecting the farthest house as the priority need. All the residents agreed except one and AQS wondered how we were going to form an organization but SSK advised not to worry about dissenters, you should go ahead and form a village organization of the willing residents. Having overcome this hurdle, this visit was followed by the AKRSP Social Organisation Unit comprising the Social Organiser and the Engineer, who carried out the survey of the link road including cost estimates and maintenance cost. SSK came again and it was accepted by the VO to complete the link road in three months with the monetary and technical assistance given by AKRSP.

AQS proudly declared that Japuka was the first village where AKRSP initiated its activities and the people of Japuka fulfilled all their obligations. Today Japuka is a prosperous village with each and every house linked with outside world thanks to the first project undertaken by AKRSP.

I added that Japuka completed the road in fourteen days instead of three months and the question arose if they were entitled to the full cost estimates which was worked out over a period of three months. I asked Hussain Wali Khan (HWK) to get a survey done if the link road has been done according to the specifications laid down in the cost estimates. On HWK's verification of this fact, I ordered full payment to the VO. The fact was that the cost estimate was based on 20 persons working for 8 hours a day. Here the entire village worked on the link road for 12 hours a day.

The example of Japuka spread like wildfire and all the villages wanted to have dialogue with AKRSP to get organized and enter into a partnership with AKRSP. Overnight from a buyers' market, AKRSP was in sellers' market.

For me personally AQS narration of what happened at Japuka was like a sentimental journey in the past. To have such a supporter of AKRSP as head of Divisional Administration in Baltistan, was indeed a most powerful and auspicious inauguration of the Convention.

The LSO representatives made highly attractive and informative powerpoint presentation from Chitral, Gilgit and Baltistan. The achievements of LSOs were most impressive. The two main issues which will require constant monitoring and review are:

i) The sine quo non of LSOs is their roots in VOs/WOs. It is because of this that they are different from civil society organisations (CSOs) or NGOs. LSOs represent a very large majority of the households in the Union Council through organized VOs/WOs. None of other CSOs or NGOs can claim this distinction. If LSOs lack this characteristic, then they

are not credible organisations and no different from other CSOs or NGOs. To lay claim to being Institutions of the People, the LSOs should not lose sight of this fact. If they do then LSOs are like CSOs/NGOs only Institutions for the People; and

ii) Financial viability of the LSOs. This can only be ensured if VO membership displays ownership of the LSOs. The only way this can be ensured if the membership of VOs meets the recurrent monthly expenditure of the LSOs. AKRSP has so far been supporting LSO by paying their monthly recurrent cost. This is not going to be sustainable. The burden on VOs membership for this expenditure if worked out by respective LSOs, comes to an infinitesimal amount sometimes no more than the cost of a cup of tea per month. If the VOs membership was not even willing to pay this insignificant amount than one can draw only one conclusion that the VOs membership does not own their LSO for reasons, only LSO concerned would know best and they should try to rectify the situation. The LSOs might think of raising this amount by other means which no one wants to stop them from but VOs membership's contribution should be non-negotiable for their financial sustainability. This would also make LSOs accountable to VOs, otherwise why should LSOs feel accountable to VOs.

The presentations by Youth representatives were not only most refreshing and inspiring but extremely encouraging. It was for this reason that I advocated giving a voice to Youth by encouraging VOs to form Youth Wings and afford them enough space to give vent to their feelings, ideas and plans which should be discussed in combined meeting of VO and Youth Wing to assess the feasibility of such ideas and plans.

The idea that youth should be inducted in VOs and allowed to give vent to their feelings and plans is not going to produce the same results as the previous alternative. The youth in the presence of elders suffer from inhibitions to give frank and open expression to their ideas and plans.

On my request Malik had asked Kalsoom Farman, Regional General Manager AKRSP Baltistan to arrange for a field visit for me to a Local Support Organisation (LSO). Kalsoom took us to KISAN LSO of Union Council Shigri Khurd comprising ten villages and 3540 households. Sher Mohammad Khaplo, the Manager of the LSO gave a briefing regarding composition of the LSO consisting of 94 VOs and Women Village Organisations, in almost equal member plus 7 representation of local NGOs. The VOs/WOs have a savings of Rs. 4.3 million in the First Micro Finance Bank, which till recently was giving them 4% profit and has now agreed to increase it to 6%. The VOs/WOs are also doing internal lending with some of their savings. The savings can only be withdrawn through a resolution countersigned by LSO. I dissuaded the Manager from using VO savings for business to be run by LSO instead I urged to encourage VOs to do internal loaning.

The LSO has a General Body of 101 representatives of VOs/WOs and NGOs and Board of Directors of 20 which includes 5 women. The LSO has forged linkages with almost all Heads of Government Departments especially with Colonel FCO and Deputy Director Agriculture and also succeeded in getting Girls College Laboratory and ensuring 100% enrollment of girls at primary level.

Through European Commission funding, 50 landless poor have been provided one kanal of land each. A good number of entitled women have been ensured receipt of BISP. Women have been trained in apricot oil processing and nut cracking machines, have been provided to them. The future plans include self help projects, youth programmes and introduction of fodder as a second crop besides development of nurseries, orchards and green houses.

There was an interesting discussion on LSOs monitoring government projects. When I asked LSO BoD member how successful he was in this area? His response was 5% explaining the departments listen and promise but do nothing. I exhorted the LSO with the backing of almost 90% of the households of the UC behind them, how come they consider themselves so weak. Unless the LSO mobilises community pressure, the BoD of LSO will never be able to persuade the departments to listen to them.

On the issue of the financial sustainability of the LSO, the Manager informed that their recurrent monthly expenditure is about Rs. 30,000 which for the last five years is being met by AKRSP. However, now AKRSP is only prepared to provide matching grant, which LSO is trying to work out.

I enquired of the Manager how viable are the VOs and WOs? The female Social Organiser employed by LSO informed that of the 45 WOs in last two months, she had visited 30 WOs and checked their records and they are meeting and saving regularly. The consensus was that all the VOs/WOs are active.

I asked the BoD members of LSO, with nearly 3,000 members of VOs/WOs, is it not possible to raise Rs. 30,000 a month, the cost of one cup of tea for each member a month. They felt it should be possible. I exhorted that they must create ownership of the VOs/WOs of the LSO and it will only happen if they have share in financial viability of the LSO, as well as this would also instill a feeling of accountability by LSO towards VOs/WOs. The LSO BoD members present as well as their professional staff promised to do something about it. I explained this does not preclude them from getting matching grant from AKRSP or donor funding but irrespective of that the members of VOs/WOs who have set up the LSO, must also be seen to be participating in the sustainability of LSO.

Our next stopover was at Shangrilla. I was sorry to see its sorry state of affairs. The place was run down with the bright red roofs weather beaten and paint peeling away everywhere. In my 12 years stay in Northern Areas, my family and I had enjoyed the amazing hospitality and mystique of this place. It was sad to see in this state. The owner Arif, legendry Brig. Aslam's son, was there and extended usual hospitality as in the past. I only wished business picks up and Shangrilla regains its past glory.

Malik's invitation to participate in the LSO/Youth Convention at Skardu turned out to be one of the most memorable visits of the many that I have made to Gilgit-Baltistan and Chitral over the last two decades since I said adieu to AKRSP.

The love, affection and respect that the participants, AKRSP staff and representatives of the Administration and the people at large showered on me completely overwhelmed me. I sometimes wonder can anyone ask for anything more in this world. How can one ever repay so much love. It is all due to their greatness, not that I did anything out of the ordinary.

I was particularly grateful to see how Malik is taking the agenda of fostering sustainable Institutions of the People, namely, VOs/LSOs forward. My visit to KISAN LSO was most heartening and what I heard at the Convention both from LSO and Youth representatives was most encouraging and inspiring. I wish and pray for Malik's success. This would be Malik's lasting legacy to AKRSP.

Roohi joins me in sending our gratitude and thanks to all for organizing this dreamlike visit. Please convey my deep appreciation to Kalsoom and all the Baltistan Regional AKRSP staff for the wonderful arrangements they made and kindness and courtesy they extended to us. It was nice to see Yasmin so active. Above all I am greatly indebted to Malik for organizing this visit.

Mr. Inayatullah Faizi, Director AKRSP BoD greatly appreciated how all the community leaders are giving credit to SSK for achievements of AKRSP and SSK is emphatic that the credit fully belongs to the activists and communities and the dedicated professionals and field staff of AKRSP.

Note for Record
November 7-9, 2014

By: Shoaib Sultan Khan
November 16, 2014

Subject: AKRSP SHOWS THE WAY FORWARD

In December 1982 when I had visited Karimabad Hunza to initiate the Aga khan Rural Support Programme (AKRSP), there was no place to spend the night except a dilapidated Berber Inn, where I shared a room with a Local Government Department official, who had accompanied us. Mercifully he had brought a kerosene heater otherwise I would have frozen solid at the bare Inn perched at a height of 8,000 feet. I was pleasantly surprised when one of the persons I met identified himself as owner of the Inn and remembered my staying there.

In November 2014 Karimabad has countless hotels (including five star), motels and inns and shops to attract the tourists but the centerpiece of our visit (I was accompanying Mr. Benoist Bazin, European Union's Head of Section, Rural Development & Economic Cooperation and Ms Roshan Ara from his office) was Baltit Rural Support Organisation (BRSO). In an articulate presentation, Nur Khan the Chairman of the Local Support Organisation (LSO) namely BRSO, described the activities and evolution of BRSO. Its roots were in what began as Village Organisations in 1983 and in due course of time resulted in 12 VOs and 12 Women Organisations (WOs) comprising 1185 households, representing 95% of the population of the Karimabad Union Council (UC). After first 10 years of AKRSP when VOs/WOs had matured and were to be evolved into higher formations of the institutions of the people, the thinking at AKF Geneva started changing and outside experts were invited to show the way forward as if AKRSP had reached terra incognita. One of the academic experts came up with the conclusion that VOs/WOs have outlived their utility and till 2003 these institutions of the people were sadly neglected. The setting up of the First MicroFinance Bank further weakened the VOs/WOs when their activities in savings and credit were transferred from AKRSP to the Bank. The glue which was keeping VOs/WOs active, lost its strength.

However, in 2003 at the AKRSP Board meeting in Chitral, Chairman Waljis and the Directors endorsed the idea of reactivating VOs/WOs and federating these at the Union level into Local Support Organisations. General Manager Izhar Hunzai fully owned the decision. The approach received tremendous boost when the idea was presented before His Highness the Aga Khan and he enthusiastically endorsed it in 2005.

On visit to BRSO, my heart elated beyond measure to see how the LSO had translated the vision of the institutions of the people into a remarkable vehicle of development. The one factor which gave the LSO its present shape was the formation of youth organisations (YOs) and giving them representation in LSO along with VO/WOs. The General Body of BRSO comprises:

-	VOs	24	Current Chairman/Manager
-	WOs	24	Current Chairperson/Manager
-	YOs	12	Current Chairman/Manager
-	Founding Members	42	Elders of VOs/WOs
-	Civil Society	02	Usually Welfare Societies

The Board comprises 15 members elected by the General Body. The LSO has paid core professional staff comprising Manager, Accountant and one female Social Mobilser. In addition project staff is recruited as per provision in the project document. The Chairman of the Board is assisted by volunteer Vice Chairman and General Secretary chosen by the Board from amongst themselves.

The most important and critical step BRSO took was to reactivate the savings and within a couple of years got it increased from Rs. 9 million to Rs. 13 million and initiated internal loaning. This was elixir for revival of VOs/WOs.

Interventions by BRSO

Major Interventions:

Community Mobilisation:

1. Arranged session on Participatory Development (PD). Social Mobilisation and Gender & Development (GaD) for VWO members;
2. Revitalized 1 VO and 2 dormant WOs named VWO Aminabad & WO Khurukushall Khan;
3. Formed 5 new Youth Organisations (YOs); and

4. Conducted 3 day transfer project workshop for young members of V/WOs on Participatory Development, Social Mobilisation record keeping & Gender and Development for VWO members.

Capacity Building:

(A): At Programme level

i. Training of unemployed and school dropouts
ii. 40 unemployed youth were trained in masonry
iii. Four core farmers have trained in Tokyo Japan on organic fruit production
iv. One person is getting training in Tokyo Japan on marketing
v. Five VWO members have gotten training in Lahore, Islamabad, Chitral and Swat in fruit marketing
vi. 25 progressive farmers have trained in apple picking, packing & marketing
vii. 11 male and 29 female members of VWOs in domain of BRSO have trained in participatory development, social mobilisation, record keeping and gender and development.

(B): At Governance level

i. One board member has gotten training in Project Planning
ii. One board member has trained in advocacy and lobbying
iii. One board member has trained in Tokyo Japan on community business
iv. One board member is getting training in Tokyo Japan on business administration
v. One board member has gotten training in social mobilisation

(C): At Staff level

i. One management staff was trained in social mobilisation
ii. Training of AFC's staff
iii. Training of AFC's 10 staff members through Plan Pakistan
iv. Financial Management

Institutional Development: Formed 5 new Youth Organisations (YOs)

Resource Mobilisation:

i. V/WOs Registration Fee
ii. Members Registration Fee
iii. V/WOs Monthly Fee
iv. Members Monthly Fee
v. BoDs donations
vi. Local donations
vii. Female Vocational Centre reg. Fee
viii. Potato Seed Income
ix. Loan Form Fee
x. Loan Register Fee
xi. YOs Registration Fee
xii. Female Vocational Centre Fee
xiii. Prizes for BRSO
xiv. Bank's Profit
xv. Commission from projects
xvi. Commission from UBR campaign
xvii. Management Support of AKRSP

Gender and Development:

a) Trained 11 male and 29 female members of VWOs in domain of BRSO in participatory development, social mobilisation and gender & development/.
b) Arranged one day session for Board of Directors (Bod)s on gender sensitization and gender equality

The details of the trainings being managed and implemented by the LSO under these major interventions are as follows:

Training/Capacity Building

S.No.	Title of Trainings	Training Institute	No. of Trainings	Duration (Days)	Participants		
					Male	Female	Total
1.	Community Mobilisation	AKRSP	1	7	1	1	2
2.	Capacity Building	JICA	38	38	836	950	1786
3.	Institutional Development	BRSO	40	5	11	29	40
4.	Resource Mobilisation	Karimabad Area Development Organisation	1	7	1	1	2
5.	Gender and Development	AKRSP	1	3	1	1	2
6.	Financial Management	AKRSP/BRSO	2	8	3	0	3
7.	Record keeping	AKRSP	2	6	23	41	64
8.	Entrepreneurship Development	AKRSP	1	10	2	23	25
9.	Capacity building Of entrepreneurs in Gilgit-Baltistan	AKRSP	1	10	10	15	25

PROJECTS

Projects outsourced by AKRSP (EELY, Infrastructure etc.)

S.No.	Project Donor	Project Description	Project Cost
1.	CARITAS	Irrigation channels	Rs. 7.2 million
2.	RHIA	Adolescents Early Youth Development Programme	Rs. 1.2 million
3.	EELY	Entrepreneurship development	Rs. 0.865 million
4.	EELY	Young Community Leadership Development	Rs. 0.3 million
5.	EELY	Management Support Fund	Rs. 0.72 million
6.	ASF	Agribusiness Support Fund	Rs. 1.5 million
7.	Tourism Development	Silk Route Festival	Rs. 0.5 million
8.	STAR FARM PAKISTAN	Capacity building of Entrepreneurs in Gilgit-Baltistan	Rs. 0.1265 million
9.	UBR	Awareness & registration	Rs. 0.0013 million

LINKAGES DEVELOPED:

Linkages with other organisations

S. No.	Name of Institutions linked	Activities
1.	HImT ILDP	Development of 10 years Strategic Plan
2.	USAID	Micro hydel power (proposal submitted)
3.	USAID	Agribusiness Support Fund
4.	USAID	Capacity building of entrepreneurs in Gilgit-Baltistan
5.	JICA	The project for the promotion of Value Added Fruit Products in Gilgit-Baltistan
		Farmer Field School
6.	DOA HUNZA-NAGAR	Demo Plot of Tomato
7.	PARMA CULTURE	Eco friendly agriculture technology
8.	UN-HABITAT	Seminar on Disaster Risk Reduction
9.	SIHAT FOUNDATION	Free medical camp
10.	KIU	Session on pest disease & preventive measures
11.	NARC	Pilot project on pulses cultivation
12.	MINISTRY OF TOURISM	Silk Route festival
13.	STAR FARM/METRO	Capacity building of entrepreneurs in Gilgit-Baltistan

The other places I visited during the Gilgit-Chitral visit included interactions with Shinaki Area Development Organisation (SADO) LSO and Karimabad Area Development Organisation LSO in Chitral. SADO had 32 V/WOs with 1229 organised households and an accumulated savings of Rs. 15 million. Their Chairman Sher Alam gave a comprehensive presentation and the new initiatives the LSO had undertaken in creating Health and Emergency endowments for the benefit of all the members especially the not so well off. In my visits to Hunza while driving by Hindi (now called Nasirabad), we often used to stop to collect garnets from a particular place by the roadside. The LSO has started mining the garnets for which China is a ready market. Nearly 60% of the households in rotation are engaged in the activity regulated by LSO fetching handsome income from the miners and commission for the LSO. The LSO has also engaged in many activities like BRSO.

We also paid a visit to Sumyar in Nagar where with EU support, the LSO is mining Aquamarine. I remember how on my first visit to the VO, they had shown me a two-kg rock with aquamarine stuck to it. It was now a very profitable activity. Helped by Rupali Foundation and funding from EU, VO members got trained in mining, cutting and polishing the gems. To see Nagar girls, who had been trained doing these activities, was indeed incredible . Currently most of the profits are going to the miners, the LSO should levy a commission for the facilitation it is offering to the miners, so that the non-miner members of the VO also have a share in the mining income as has been done by SADO in case of garnets.

The Karimabad Area Development Organisation in Chitral with 3123 households belongs to 182 VOs/WOs, 30 YOs and 15 Civil Society Organisations covering two Union Councils with 97% households organized. 40% of the LSO BoD members are women and there are 8 professional staff with a strong network of volunteers and activists. The mission, goals, core values, institutional infrastructure and main areas of interventions are as of other LSOs with emphasis on Stone Project for Youth. The LSO has increased savings from 19 to 30 million rupees. This income from internal resources is about Rs. 6 million from community contribution, micro credit, vehicle operation and social enterprise.

Karimabad Area Development Organisation's Trichmir Stone Creations, with funding from EU, is a leading enterprise system specializing in a range of stone craft products. The objective is to achieve sales of Rs. 50 million by the year 2020 and to engage 500 male and female stone craft artisans. They have explored a range of markets both national and international for their products. In addition, Karimabad Area Development Organisation has also embarked on a micro hydro project to supply electricity to the whole valley. Karimabad Area Development Organisation Chairman Israruddin, son of an old VO Chairman is full of enthusiasm and the moving spirit behind the way forward initiatives.

Benoist was greatly impressed by LSO's economic activities with own resources. He advised this was the way forward for next generation LSO by harnessing capacity of the communities to become self-sufficient because self-sufficiency places them in a better position to influence and engage with government, as 30% of the ADP resources Government of KP is committed to channel through the grassroots organisations. He clarified that in the eyes of EU, the grassroots institutions (VOs/LSOs) belong to the communities and not to an RSP or NGO.

Another first we saw in Chitral, encouraged by AKRSP, was formation of a district level organisation by 17 LSOs called Chitral Communities Development Network (CCDN), out of 24 Union Councils. Beginning in 1983 with VOs and LSOs in 2005, the CCDN was formed in 2011. This clearly brings out the lesson nothing should be imposed from above, the evolution of the institutions of the people should evolve by itself except facilitation and catalytic input by the Support Organisation to help the process. The CCDN represents 17 LSOs, 823 VOs, 676 WOs, 221 CSOs comprising 35,270 households with Rs. 100 million savings.

In the last five years, the LSOs have implemented projects worth Rs. 600 million with 20,880 beneficiary households. They received support from AKRSP, CIADP, AKCSP, CESVI, IC, USAID, Japan Embassy, RSPN, FOCUS, PPAF, SAP and RI. In addition through SRSP implemented, PEACE project, EU provided substantial funding and EU also provided through AKRSP support for exploitation of gems and stone cutting projects.

CCDN urged its involvement in PEACE projects as the current requirements of working through contractor is inhibiting SRSP from fully and directly involving the CCDN in the implementation of PEACE programme. Benoist promised to look into the matter.

The CCDN has formed a Public-Private Partnership at district level and got a unanimous resolution passed by the District Government acknowledging CCDN as an implementing partner and CCDN signed a joint declaration with KP government accordingly. CCDN engages in cultural and social activities, on joint tree plantation campaign yearly and participation in district level forums. CCDN is acting as a conduit between government and LSOs. It encourages participatory governance and planning.

CCDN has played an active role in mainstreaming peace and social harmony, as a result Chitral has remained immune to Taliban incursions despite surrounded by militancy all around. CCDN has also taken many youth development initiatives. For its organizational sustainability, CCDN depends on member's regular contributions and internal and external resource mobilisation besides local philanthropy.

Despite many challenges like emerging needs and new level of expectations, limited coordination and competing interests of development agencies and many others, CCDN has found itself a strong platform for promoting community voice, leveraging points for equitable development to serve women, vulnerable groups, youth and backward areas. CCDN is emerging as a strong body for building consensus around social reform and peace building and being seen as neutral and acceptable to all local interests.

I am grateful to GM AKRSP Malik inviting me to join the EU team, who were already in Gilgit and to Benoist for welcoming me so warmly. It was great pleasure for me meeting AKRSP team led by Amin Baig and Gilgit Region by Jamil Hisamuddin and Chitral by Sardar Ayub. They are all doing a splendid job and Malik should feel proud of them. For me it was a voyage of discovery and what I discovered taught me a lot and pleased me abundantly.

Note for Record
(August 12-17, 2016)

By: Shoaib Sultan Khan

August 22, 2016

Subject: AKRSP Revisited

Within three months of my taking over as General Manager (GM), Aga Khan Rural Support Programme (AKRSP), His Highness (HH) the Aga Khan visited Islamabad in 1983 and I was asked to come down from Gilgit to meet him at breakfast at the State Guest House. In the presence of the Chairman, AKRSP Board of Directors, who was the only other person present at breakfast, HH told me AKRSP is his programme and if I ever needed his help, I had his permission to come directly to him. Of course in twelve years of my association with AKRSP, I never felt the need to trouble HH. Everyone from GM, Aga Khan Foundation (AKF) Geneva to AKF Pakistan gave me all the support AKRSP needed.

In 1994 when UNDP New York approached me to take lessons learnt at AKRSP as these had been recommended by Independent South Asia Commission for Poverty Alleviation and fully endorsed by SAARC Heads of State in their Dhaka Summit in 1993, I sought permission from HH to take over as Senior Adviser to UNDP's regional programme South Asia Poverty Alleviation (SAPAP). Courtesy Bill Spoelberg (former GM AKF), HH met me at his residence in Paris, near Notre Dam. As AKRSP was set up to double the income of the people of Gilgit, Baltistan and Chitral (GBC) within ten years and in the process also to develop a replicable model of poverty reduction and according to World Bank evaluation of AKRSP, it had in real terms achieved the objective of doubling the income, I submitted to HH that there was an opportunity to test if AKRSP has developed a replicable model for the rest of the country and the South Asia region. HH gave his consent on condition that the UNDP will allocate ten percent of my time for AKRSP. HH was keen that I should remain associated with AKRSP. UNDP readily agreed to the wishes of HH.

I was also very happy at this turn of events because with the elevation of the Director Special Programme, AKF Geneva, as GM he had no time to visit AKRSP which over the last ten years he used to do many times in a year and used to see the progress achieved by AKRSP personally. He was indeed the most critical supporter of AKRSP and contributed immensely in the progress of AKRSP. With his elevation, new people came in with their own ideas how AKRSP should be managed and felt that what Akhter Hameed Khan (AHK) was advising me to do, was simply more of the same and made the new GM AKF to write me a letter entitled "Terra Incognita". AHK had a very clear long term strategy as he used to maintain that the existing two pillars of State, namely Administrative and Political did not possess the capability to alleviate poverty because poverty was at the household level and unless a programme can reach and interact with each poor household and help in unleashing their potential, they will never rise above the level of subsistence. AHK advocated fostering of a third pillar which he called Socio-economic Pillar i.e. Social Pillar to empower and reach each poor household. AKRSP for ten years had done that and mobilised and organised 90% of the GBC households into Village Organisations. AHK advised to federate these village level organisations into a higher level and advised not to impose it from above but allow VOs to evolve, as these were going to be Institutions Of the People as against AKRSP which was an Institution For the People.

I thought my continued association with AKRSP, as desired by HH, may allow me to nudge AKRSP to the strategy AHK had been advocating. Unfortunately AKRSP drifted away from the basics, advised by foreign consultants and lack of commitment to the strategy in the AKRSP Management. It was only in 2003 when the Chairman AKRSP BoD in a meeting at Chitral endorsed the strategy and it was put up to HH who expressed great enthusiasm for the strategy. In 2005 the AKRSP management started picking up the pieces, as the emergence of the First Microfinance Bank in 2003, had taken away the glue of savings and credit which was keeping the Village Organisations together. Despite these setbacks, once AKRSP mobilised VOs to federate and provided some monetary support, federation of VOs at Union Council level as Local Support Organisation started emerging and many LSOs started coming into existence.

My association with SAPAP from 1994 to 2002 which is still continuing at the request of Indians, reinforced my conviction and belief in what AHK was advocating, the fostering of Social Pillar, to empower the poor. *In 1996 I brought the Indians to AKRSP and once they saw what communities could do and what potential they had, they not only organised 11 million households in Andhra Pradesh but also federated them in 1100 Mandals (equivalent of Union Councils) and succeeded in achieving most of the resources meant for them, at the disposal of Administrative and Political Pillars for the Social Pillar. In addition because of VOs and Mandal Organisations credible savings and credit performance accessed 100 billion Indian rupees from commercial*

banks as the Andhra State Government gives the Social Pillar a 75% subsidy in payment of interest to commercial banks.[14] In 2011 the Andhra example was adopted by the Indian Planning Commission and replication of Andhra was launched by including a programme entitled National Rural Livelihoods Mission (NRLM) at a capital outlay of US$ 5.1 billion, included in the 12th Five Year Plan, according to the World Bank, the largest poverty reduction programme in the world, to which Bank has pledged a support of one billion dollars.

I was excited when the new GM AKRSP Muzaffaruddin invited me to visit Gilgit. As CEO AKDN Akhtar Iqbal also wanted to visit Gilgit and Chitral, we left on the helicopter on August 11 for Gilgit but because of inclement weather, the helicopter returned from Margalla Hills. However, next day we made it to Chitral where Akhter had an AKDN coordination meeting, while I met some of the LSO representatives and got a briefing by Darjat on the micro hydels under implementation by AKRSP with European Union funding. AKRSP has initiated work on 52 hydels out of 55 aimed at generating 6.3 megawatts of electricity. Of them 19 are below 75 KV being managed by the communities.

In my discussion with the LSOs Network which comprises 16 LSos out of 22 LSOs formed in Chitral. 2 UCs have not federated VOs into LSO as yet. The LSOs Network Chairman regretted the proliferation of organisations at village level because every donor requires formation of a separate organisation for their project. This has greatly undermined the viability of the VOs and the capacity of the Network to forge linkages of LSO with Administrative and Political Pillars. He strongly advocated the revitalization VOs for revival of LSOs and strengthening of the District Network. He regretted even desirable coordination between AKRSP and SRSP in some places did not exist. Both the RGMs of AKRSP and SRSP Sardar Ayub and Tariq promised to have monthly meeting to resolve issues and revitalize VOs who can negotiate with other donors to form sub- groups of VO to fulfill the donor requirements.

Akhtar, after his meeting, joined us to proceed to Gilgit by the helicopter and dropped us on the way at Taos in Yasin valley. I could not believe my eyes Taos which was a small village with few houses, looked like a small town a number of buildings and shops. We were met by some members of the Taos LSO who requested me to meet them. Although it was not in my programme, we promised to stopover on our way back from Handur, the far end of the Yasin valley just near the last village of Darkut, where the famous British explorer was got murdered by the Maharaja of Kashmir in end of 19th century.

When I had brought HH to Barkulti in 1987, most of the area was barren, now I saw nothing but trees, fruit and forest all through the drive. The valley had become green instead of the desolate look it used to give.

We met the members of VOs which used to be part of 47 men groups and 15 women groups comprising 1319 hh. In 2003 when AKRSP issued a circular, on formation of the First Microfinance Bank, that it was no more responsible for VO savings, the WOs withdrew their savings and became dormant. In 2010 when floods came the VOs got revived to meet the challenge and also resulted in formation of LSO registered in 2012 with 42 VOs and savings of Rs. 1.8 million.

I spoke about their tremendous achievements through their organisations and the need to strengthen them. Muzaffar exhorted the women to get 100% organised considering educated girls amongst them who can easily take care of WO documents for which women had to depend on men. He promised full AKRSP support to women organisations. Hazir Shah, the driving force of VO Barkulti described the development in agriculture, horticulture and forestry and their adoption of commercial agriculture and the potential they see in livestock development, mining of jewels and gems and tourism. *I urged them to strengthen their institutions of VOs and LSOs to access resources from the Administrative and Political Pillars*.[15] I also gave them the example of the cow and her calf when the calf grows up and wants milk, the mother cow kicks it away. AKRSP was a cow and they were the calves now they are grown up and learn to strengthen their organisations to access services and supplies which at the nascent stage, they got from AKRSP.

On my way back when we stopped at Taos and met members of the LSO, called Al-Karim Development Organisation, in their own building, formed by 1702 hh comprising 15 male and 22 women organisations with Rs. 8 million savings. Their story was totally different from the earlier visit. With support of LG&RD, the LSO office had been constructed. The LSO has linked with government departments like Agriculture, Forestry, Health and Education and had undertaken projects in the field of youth development through vocational training.

The LSO has paid professional staff and has generated resources from profits of Community Investment Fund (CIF) of Rs. 1.8 million initiated with Rs one million grant from RSPN, which is a revolving fund, membership fee from VOs, income from Women Skill Development Centre and commissions. The LSO has undertaken implementation of 35 projects outsourced to it by AKRSP and forged linkages with 23 organisations including government department, international donors, political leaders

14. This is called 'Receiving Mechanism'. Most critical investment needed in developing economies is for creation of such receiving mechanisms. Isn't it ironic that many donors do not understand that providing assistance in the absence of a receiving mechanism is throwing money in a bottomless pit. NO LFMs. M&E Frameworks, PCMs, Score Cards, Aid Effectiveness guidelines can produce any results without a receiving mechanism. All such frameworks, strategies. knowledge management systems only alleviate the poverty of consultants, contractors and desk officers in donor agencies not the poor.
15. This is what NGORC should have done before its death and what PCP should make a part of its work by training NGOs certified by PCP to access funds from the administrative and political pillar.

and AKDN institutions. LSO Taos was indeed a magnificent example of Social Pillar forging linkages with Administrative and Political Pillars. AKRSP should use it as the exposure and training centre for other LSOs.[16]

From Taos we drove to Terru. I was amazed at the metaled road and remembered my journey on foot from Barkulti to Yasin in the dark when a landslide before Barkulti stranded our jeep on the other side. It was a ten mile walk and I wondered what am I doing here at ripe age of over 51 years. The journey to Yasin Valley from Gilgit which used to take over 8 hours, is now done in 3 hours.

We spent the night at Khalti Lake in the newly constructed PTDC motel. Khalti Lake was formed while I was GM AKRSP when the Ghizar river was blocked by a landslide devouring lands of people and forming a lake. In the morning we drove upto Terru. Terru was made famous by visit of HH to the irrigation channel under construction high up the hill. When HH desired to climb up and looked down, none of his members in the entourage who were mostly from Karachi tried to climb but gave up. On reaching the top, he chuckled and pointed to me to look down. The photograph at the channel of HH became the cover of my book on AKRSP printed by Oxford University Press in 2010.

The Terru LSO called the Shandur Local Support Organisation, comprises 35 VOs/WOs representing 985 hh out 1030 of UC Terru, estimated at an altitude of 10020 feet. It has a savings of Rs. 9.5 million. The LSO has two paid professionals.

The LSO has forged linkages with LG&RD (who helped in construction of Community Hall and LSO Office), Forest Department (forest trees), Tourism Department (pony track to Handurap Valley), Snow Leopard (Yak Vaccination) Hasho Foundation (cultural shows), Central Asia Institute (Primary and High School), USAID (Potato Seed), Jubilee Life (Health Insurance), Focus Humanitarian (Stock Pile) and WWF (Tourism Information Centre).

Presentations were made on behalf of LSO by the President assisted by the Manager followed by a presentation on Village Organisation Gulakhmoli Bala by Amina of Women Organisation. They were organised in 1987 with all 41 hh comprising 47 members. Hold their meetings on 1st and 15th of every month and their activities include vegetable growing, fruit processing, vocational training, linkages with Focus and AK Health Centre. Their main aim is economic empowerment by making full use of their natural resources. Gulakhmoli Payeen with 50 hh has similar activities as VO of Bala. They have undertaken projects encompassing drinking water, education, irrigation, pasture development, flood control, peace maintenance and youth sessions. I was delighted to meet Ibrahim the activist who nurtured the Terru VO since its inception.

There was animated discussion on financial sustainability of LSO, amounting to Rs. 45,000 per month. Currently it was being met by ad hoc measures. On my suggestion if the VO members consider LSO as their own institution with the distinguishing feature that it has roots in each household, unlike any other society, organisation or NGO, shouldn't they contribute toward LSO sustainability, which amounts to Rs. 10 per member per month or lump sum Rs. 500 annually. Everyone agreed except one bearded member, who I was told was a good activist and a teacher. However, in being hopeless minority, the majority agreed to consider the proposal.

Muzaffar also conveyed Princess Zahra's wishes that AKRSP should concentrate more on women and he challenged the women to take more active part and promised full AKRSP support. I reinforced that if I have my way now I will only work with women, as I did in India and millions of households got organised and similar phenomenon happened in Sindh when the Chief Minister in 2009 gave resources to undertake AKRSP type work in Shikarpur and Kashmore districts. Within three years over 200,000 households got organised and are now financially viable COs, VOs and LSOs despite the Union Council Based Poverty Reduction Programme phasing out in 2013.

From Terru, we drove to Hatoon on a beautiful tarmac road except the last few miles when we had to leave the road to reach LSO Sangam of Hatoon Bubar Union Council. Throughout my travel from Taos to Terru to Hatoon, the greenery and plantation of millions and millions of trees makes ones heart jump with joy. Many years ago when I was GM, Prince Amyn on a visit confided to me that he had never seen so many trees in Northern Areas on his earlier visits. I can well imagine what impression he will carry if he now visits the area including Nagar and Baltistan.

Sangam LSO formed in 2006 comprises 23 VOs, 26 WOs and also 4 Civil Society Organisations (CSO) with a total membership of 2680 representing 2132 households. The VO/WO savings amounts to Rs. 8.3 million. The LSO has a General Body of 30 men, 32 women and 5 CSO representatives with a Board of Directors 12 male and 3 female. LSO has two paid professional staff. The LSO has done capacity building of over 264 male and 219 females in areas covering apricot processing, honey bee, record keeping, skills training, marketing, village development training, financial management, agricultural training, leadership training and youth development programme. LSO also undertook Awareness Programmes in areas covering drugs, youth participation in LSO, greenwood and career counselling.

In the field of linkages with AKRSP/PPAF outsourced projects worth Rs. 17 million to the LSO; others included Hasho Foundation, USAID, Jubilee Life Insurance, Rupani Foundation (gems mining) and Government Health, Forest and Agriculture Departments.

16. Sustainable Model. AKRSP should engage KK University to document the case studies of LSOs by harvesting local knowledge.

After the Activist Rosimand had made the presentation and narrated the current challenges encompassing youth problems, IDPs from Darkut Area of Yasin Valley and financial viability of LSO, it took me by surprise because Rosimand had started his presentation by saying how rich and economically well off everybody had become and incredible incomes from fruit and forest produce and this was all reflected on the ground. Hatoon which was a long desolate strip of land with hardly any blade of grass, today was full of trees and greenery.

So I asked Rosimand how do you justify your conclusions after the rosy picture of the situation you had painted in the beginning. This query let loose an outburst by one of the male members. It transpired that this gentleman had organised youth (he himself was pretty old) and staged a takeover. They shifted the LSO office to an expensive rental place in the newly established Ghizar district with headquarters at Gakuch and made the LSO bankrupt with the result that other members of LSO threw them out, brought Rosimand back along with LSO office to Hatoon Bubar Union Council. While this argument and counter argument was going on between the males, I addressed the women who were present in a large number and asked them how would they like to manage the LSO if AKRSP works only with them. There was resounding positive response from the women. Rosimand also seconded this approach. Muzaffar offered them full AKRSP support if 100% households would form active WOs and have young girls also members of WOs along with them.

I promised the males to visit again if they resolve their conflict. At which Rosimand's opponent came and embraced him and said to me we have already become friends. To teach them a lesson, I told Muzaffar to work only with women, let the men come to women if they want anything from the LSO.

It was now getting late in the evening and we still had Sherqilla to visit where people were told we would reach by 4.00 pm. By the time we reached there, it was 6.45 pm. I was surprised and felt most apologetic finding people still waiting there especially women. It was time for them to be in Jamaat Khana but I was overwhelmed by their love and affection. This was the village from where women had written to me to come and meet them and chided me why I was only meeting the men. That letter opened the door for AKRSP to organise women because in Sherqilla, they had already on their own organised themselves and started regular meetings and savings. There was no time to have a detailed presentation and discussion as Muazzin was already giving the call for prayers. I met them and they spoke briefly praising what AKRSP had done for them. I thanked them and asked them who were the women who wrote the letter. Two women identified themselves who were only students of middle school who with the help of the Activist Shah Duran wrote the letter. The event happened exactly 32 years ago. I was happy to identify the two ladies who had the courage to take this memorable initiative. I promised to visit Sherqilla again soon for a longer time and thanked them for their patience especially women, who I was told, were waiting from 2.00 pm.

Next day, after spending the night at Gilgit, we left 7.00 am to drive to Sust, the last village on Karakoram Highway (KKH) before climbing the Khunjarab Pass to enter China. Since 2010 the Ataabad lake had devoured nearly 25 kms of the KKH. In the last two years, the Chinese by tunneling 8 km of mountains have enabled vehicles to avoid the lake. Except for Ataabad and another small village Ayeenabad the road is now accessible by all the villages cut off by the lake. Throughout our journey the plantation of trees was incredible.

We drove straight to Sust Channel tunnel within three hours of our leaving Gilgit, thanks to the excellent surface of KKH and saw the thousands of kanals planted with trees, orchards and crops of the area. AKRSP had supported the VO with a little over Rs. 300,000 to tunnel nearly 1400 feet of mountain to bring water from the glacier to the desolate area of thousands of kanal. Besides the area under green cover, the VO also gave over 203 kanals for a dry port in partnership with government and the Chinese. The VO was offered 18 billion rupees to sell the land but they preferred a partnership in the income of the dry port in perpetuity. I was simply amazed at the far sightedness of the VO.

We met the LSO members of Gujal Rural Support Programme (GRSP) and some representatives from Chapursan Valley, Shimshal and Ghulmit. The GRSP was registered in 2007 with 32 VOs/WOs, 4 CSOs and 4 Youth Organisations (YOs) comprising 982 hh with General Body of 36 members and BoD of 16. It has three paid professionals manager, finance officer and social mobiliser. Its 11 villages have Rs. 13.98 million savings. The LSO has undertaken projects comprising infrastructure, hydro power, community centre, public toilet, vocational activities, youth initiatives, women health initiatives and enterprise development costing over Rs. 35 million.

GRSP forged linkages with LG&RD, USAID, KADO Himat, JLI, CAI, JKA and Department of Agriculture besides AKRSP.

Despite all these impressive achievements, GRSP was still asking for the support from AKRSP as in the past and I reminded them the example of the cow and the calf and exhorted not to look at AKRSP but towards Administrative and Political Pillars who have all the resources. Their first priority should be to make GRSP financially viable instead of ad hoc measures to meet the administrative and operational expenditure of the LSO. The most durable measure would be the nearly 1000 members of VOs/WOs and others contributing a fixed amount monthly or annually.

Chapursan is the most remote valley which links with Kilk and Mintaka Pass leading to Pamir, the old silk route before KKH was constructed via Khunjarab as the Chinese planned to be as far away as possible from old Soviet empire currently Tajikistan. Kilk and Mintaka were adjoining the Central Asian States and Afghanistan. Chapursan Local Support Organisation (CLSO) was formed in July 2008 comprising 22 VOs/WOs with 442 households spread over 11 small villages. The CLSO has

a savings of Rs. 14.69 millions. They also have as many as 12 partner organisations helping them in different fields including government departments, donors and NGOs besides AKRSP. Pakistan Centre for Philanthropy (PCP) assessed them as the best LSO in GB. *They have created an endowment fund for financial viability of the CLSO. Every member of the VOs/WOs is paying Rs. 10 per month for financial sustainability of CLSO. The CLSO has also created health, education and disaster fund to meet upcoming challenges. The accounts of CLSO are audited by a chartered accountancy firm.*[17]

Their challenges are internet facility in the area and lack of regular linkages with government, international donors and local NGO due to extreme remoteness of the area.

The representative of Ghulmit LSO comprising 1100 households with 25 VOs/WOs has a savings of Rs. 60 million. They also suffer from lack of dependable internet facility. Unemployment is the most serious issue sometimes even leading to suicides.

Shimshal, in the days of Mir of Hunza, was the Mir's open prison where so-called criminals and mischief makers were banished for life like India's Andaman Nicobar Island in the Indian Ocean. During my tenure as GM AKRSP, the people of Shamshal's only demand was road because the nearest habilitation Passu was a four to six days most hazardous journey crossing over umpteen glaciers and hillocks. The only outsiders who used to go to Shamshal were trekkers. A year before I went to Gilgit, the Everest conqueror Sir Edmund Hillary had been on Shimshal Trek. I could go there only by helicopter. With great effort and with support of Commissioner and Mir of Hunza, AKRSP helped Shimshalis to construct some portion of the road at the beginning and Shimshalis constructed a few miles at the end by self-help's effort. It did cut down the journey by a couple of days but the middle hazardous part still remained. I was happy to learn subsequently government took it up and now it is less than 4 hour journey. Shimshal has 230 hh comprising 8 VOs and 8 WOs. The new GM AKRSP is from Shimshal.

Ghulkin is probably the richest VO in Hunza and Gojal Valleys with a savings of Rs. 35 million and is running an internal banking system. Living standards have improved especially in health and education but they also face problem of youth unemployment and recovery of loans.

Shandana, who on return from Afghanistan is to rejoin RSPN, asked about the advantage of CPEC. Most of the people could not think of direct benefits to the area but hoped for indirect benefits including increased tourism from abroad.

One of the most positive developments we noticed this year, was influx of local tourists from down country. All the hotels and guest houses were full and many just camped on roadside. The Chief Minister told us that this year 12 lac tourists from down country have come to GB. A worrying sign for me was too many black beards and in some villages in Ghizar even some of the residents showed these signs. I was reminded of Swat how one single house in some villages proved the bane of the whole village becoming the centre of Taliban. I earnestly urged GM AKRSP to sensitize LSOs/WOs/VOs to beware of such elements.

Our next stopover was Aliabad. It is no more a village. It is urbanized with all the characteristics. There is no more that level of social cohesion. People have become fairly well off and individualistic which is a logical phenomenon of urbanization. The only cohesion is amongst women but most of the WO managers, because of lack of education, were male and some of them misappropriated WO savings. In one case in Hyderabad WO in Hunza, the manager usurped Rs. 2.5 million savings of the WO.

However, in Ganesh Hunza's oldest village, the story was different, comprising 12 WOs, 6 VOs and CSO and savings of Rs. 3.2 million, things were different. I agree with Muzaffar that AKRSP should concentrate on WOs, they are there, they have the time and above all they are educated, they don't need any support from male members, in managing their organisation.

Next we crossed over to Nagar and reached Askurdas Rakaposhi Development Organisation (ARDO). In 1983 my first visit to Nagar, Imam Khomeni's followers, I was escorted by Agha Yahya, a Shia divine, in the darkness of the night. There was no question of organizing women or girls education. Today an elderly man was proudly telling me our girls are not only studying for M.Phil, they are pursuing Ph.D. studies. Education Coaching Centres spread education among girls like wildfire. On my last visit, a few years ago, I had seen girls at gem centre learning gem cutting and polishing. It seems youth are taking a lead in Nagar and ARDO has started a new initiative called Community Based Savings Group (CBSG) organizing young girls in groups of ten and 40 groups have so far been formed comprising 500 households out of a total 1500 households in the LSO area. We were told that within two years, these groups have become self-sustaining. The ARDO needed financial support of Rs. 5 lacs for two years for their professional staff. Thus they are asking another million rupees from AKRSP over the next two years to mobilize young women of all the 1500 households.

I see an opportunity for AKrSP to get all the young women of Nagar mobilised in this way, provided ARDO agrees to federate the CBSG's into WOs and subsequently into women led LSOs. ARDO is being led by young educated activists and a former employee of AKRSP Muhammad Ali, who also access projects from donors. AKRSP should encourage the volunteer element in ARDO and only restrict its support to the professional staff for fostering CBSG for next two years, leading to formation of WOs and LSOs.

Our final visit a day later was to Danyore LSO now a suburb of Gilgit town. Formed in 1997, it comprises VOs 22 and WOs 46 and CSOs 13 representing 6500 households almost 95% of the total households of the area. The LSO has a savings of Rs.

17. Great initiative.

44.5 million and has undertaken umpteen activities forging linkages with Government Environment, Planning & Development, Agriculture, Livestock, Forest, Population Welfare, LG&RD, RSPN (CIF of one million), USAID, AKDN, KADO, RUPANI, Agri Business Fund etc., besides AKRSP.

Having done all these activities, the LSO was stuck as how to raise Rs. 50,000 per month as operational cost of LSO. For years AKRSP gave them a subsidy of Rs. 30,000 per month which it had stopped for some time back. When I asked them is it very difficult for your 6500 members to subscribe Rs. 10 per month to meet the operational cost of LSO. A lot of discussion started taking place and I walked out of the meeting to allow them to come to a decision. The Chairman of the LSO Kamran, an educated youngster, came to me and assured me the matter will be discussed in the General Body meeting due next month.

I spent a day in meetings the staff of AKRSP and the heads of the Administrative and Political Pillars. With the staff I had a free and frank discussion about the rationale of AKRSP and the importance of the Social Pillar, its linkages with Administrative and Political Pillars.

We also met Dr. Ehsan who is the Coordinator for IFAD funded Economic Transformation Initiative (ETI) with GB government, costing US$ 120 million with a timeframe of 2015-22. Its objectives are Poverty Reduction and Enhancing Livelihood through Physical Infrastructure bringing 50,000 acre of new land under cultivation and establishing Value Chain. It has allocated Us$ 22 million for mobilizing 200 village organisations. I beseeched Dr. Ehsan not to destroy and undermine existing VOs but to revive them if these are dormant and the best glue for doing this is initiation of Community Investment Fund (CIF) for achieving sustainable VOs and from within so organised VOs formation of activities based sub-groups. I would urge Muzaffar to actively collaborate with EMI it is God send opportunity for AKRSP to revive and strengthen the CO/VO/LSO Social Pillar.

I spent a day meeting GB Governor Mir Ghazanfar, the Chief Minister Hafiz Hafizur Rahman, the Speaker Legislative Assembly Nashad and had dinner with Members of the Legislative Assembly which included the Deputy Speaker and the Minister of Local Government Rural Development joined by the Governor and MLA Rani of Hunza Ateeqa.

In my discussion I explained what role the VO/LSO, the Social Pillar, can play in acting as a receiving mechanism for the services and supplies meant for them, placed at the disposal of the Administrative and Political Pillars. I requested the Governor and the Chief Minister to take steps to formalize the relationship between Social Pillar and Administrative and Political Pillars. Currently it is ad hoc dependent on the whims and willingness of individual officials or MLAs.

The meeting with the Speaker and later with MLAs where I gave a detailed description how the Social Pillar reaches each and every household especially the poorest of the poor, which Administrative or Political Pillar cannot and if poverty is to be reduced, a programme has to reach the household of the poor to identify what potential the poor has to rise above the level of subsistence and what obstacles are preventing the poor men or women to unleash their potential to improve their living standard.

Speaker Nashad, as Chairman District Council in 1985, had persuaded AKRSP to come to Baltistan by pooling Union Council funds of the District Council at disposal of AKRSP. He was fully convinced of what I was saying but I was most pleased and impressed by the Deputy Speaker who seized the idea and strongly advocated that funds placed at the disposal of MLAs, amounting to Rs. 70 million annually, should be spent by involving communities through Social Pillar. He lamented currently most of these funds lapse because the Departments didn't either have the time or willingness to prepare project proposals of the schemes submitted by the MLAs. There seemed a general consensus amongst the MLAs present. Since there are 33 MLAS, it was decided to have a meeting of all, to be called by the Deputy Speaker, to discuss and decide how to do this. A suggestion was also made to the Minister LG&RD to incorporate such a provision in the LG Act.

The Governor had pooled the grant he got as member Advisory Council in the eighties with AKRSP for the Shimshal road. He expressed lot of support for the proposal.

The Chief Minister who seemed well versed with challenges facing GB and displayed great political acumen and was most sympathetic to the idea of formalizing relationship between Administrative and Social Pillars.

The Chief Minister also spoke about the proposal of setting up of GB Rural Support Programme and mentioned that he had included my name amongst the Directors, without asking me, to ensure sound advice to GBRSP. He also complained that AKRSP did not do anything for Gilgit town and it was now facing sewage, sanitation and garbage collection problems besides disposal of solid waste. I submitted that AKRSP was a rural support programme. Gilgit town was not in its jurisdiction. Secondly, I explained that rural and urban situations are different especially in terms of social cohesiveness. I mentioned the work done by Orangi Pilot Project in Karachi which has developed a world renowned urban development approach. If the CM wishes, I can arrange to get experts from Orangi to come and advise what should be done in Gilgit. I also mentioned to the Chief Minister a number of villages, I observed, are becoming small townships, and the real need is not a GBRSP but a GB Urban Development Programme.

I am most grateful to CEO AKDN Akhtar Iqbal for facilitating my visit to GBC and to GM AKRSP Muzaffaruddin for inviting me and to the entire AKRSP team who extended overwhelming courtesy and affection. I feel Muzaffar is very lucky. He has taken over the reins of AKRSP at a time when there is tremendous goodwill for AKRSP at the highest level of Administrative and Political set up and a major IFAD initiative is on the anvil.

Note for Record

By:- Shoaib Sultan Khan
November 03, 2017

Subject:- **AKRSP Odyssey Oct 19-25, 2017**

Muzaffaruddin, the shepherd boy from Shimshal, the most remote village in Gilgit which used to take four days of trekking on such difficult terrain that a year before 1982, when I took over as GM AKRSP, Edmund Hillary, the conqueror of Everest, came to conquer Shimshal. Muzaffaruddin is now General Manager AKRSP whom in 1990 I recruited as a lowly Social Organizer. Courtesy Muzaffaruddin I was visiting Gilgit and much against everyone's advice because CEO AKDN Akhtar had very kindly offered to make the helicopter available, I took the flight and poor Muzaffar who arrived early morning from Dubai and spent three hours at the airport to accompany me at 6 am.

During the stay at Gilgit Muzaffar arranged for me to call on the Governor, the Chief Minister, the Chief Secretary and the Planning Secretary besides visits to Sherqilla, Gahkuch, Ishkoman valleys in Ghizar district, Rahimabad in Gilgit district, Sikandarabad village in Nagar district and Ahmedabad in Hunza district. Thanks to the availability of helicopter I was also able to visit remote valleys like Immit where temperature at midday was -5 c in Ghizer and Chapursan in Hunza district which connects Kilk Pass where China Afghanistan via Wakhan Corridor formerly Soviet Union now Tajikistan and Pakistan meet.

The meeting with Governor Mir Ghazanfar and his wife Rani Ateeqa, who is also a member of the GB Legislative Assembly, was concentrated on linkages between GB Annual Development Plans and AKRSP. Rani Ateeqa being chairperson of the Water and Power committee expressed great interest in collaboration with AKRSP and requested Muzaffar to keep in touch with her. Mir Ghazanfar had also helped AKRSP with one million rupees to initiate part of the Shimshal road to which Commissioner added another million and AKRSP raised a million and the four day trek to Shimshal was reduced to 2 days by constructing a Jeep able link road from Passu. Since then Govt. took up the construction of the road building of many bridges across glaciers and crevices and the journey to Shimshal can now be done in three hours.

The Chief Minister Hafiz Hafeezur Rehman was very kind to receive me and discussed different development projects his govt. had initiated and completed and other projects included in the ADP. He was also very positive toward collaboration of govt. departments and AKRSP. I submitted to him that the institutions of the rural people fostered by AKRSP in shape *WOs/VOs/LSOs* are a very effective channel for delivery of govt. services and supplies.[18] In my last meeting almost six months ago, the Chief Minister had informed me that without my consent he had made me Director of the newly established Gilgit Baltistan Rural Support Programme. I had requested him at that time to ask GBRSP to concentrate on social sector interventions as AKRSP's objectives was to double the income of the million people in GB and Chitral and therefore it had focused on the productive sector. He had endorsed the idea.

My meeting with the Chief Secretary Kazim Niaz, was one of the most productive and useful meeting I ever had with the govt. officials. I submitted to him the need to formalize linkages between govt. departments and the institutions of the rural people (WO/VO/LSO) fostered by AKRSP, which are most willing to complement and facilitate govt. departments in delivery of their services to the rural population. I requested him to take an appropriate action to ensure the govt. departments especially at the district, Tehsil and local level consider it as part of their official duties to involve the institutions of rural poor in planning and deliveries of their services and supplies. The Chief Secretary most positively reacted to this request.

In regard to GBRSP I requested him to divert it to make achievement and facilitation of Sustainable Development Goals (SDGs) as GBRSP mandate. He enthusiastically welcomed this idea. And finally, I requested him, as seeing is believing, to visit the WO/VO/LSO which AKRSP can arrange at his convenience. He agreed later, to come with me to meet the representative of WO/VO/LSO of District Ghizer at Gahkuch which I have discussed later.

My meeting with Secretary Planning was equally very productive and useful. In Mr. Babar Aman Babar I found great emphasis on implementation instead of wasting resources by surrendering ADP funds or initiating large number of projects which are not likely to be completed in foreseeable future. The Note for Record (NFR) of my meeting with the Planning Secretary is at Annexure I.

The Chief Secretary had to leave for Baltistan because of Prime Minister's visit on his instructions an extraordinary meeting of the Board of Directors of GBRSP was convened to which I was invited to advise about future role of GBRSP. The NFR of this meeting is also at Annexure II.

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18. Implementing development projects and alleviating poverty without social infrastructure i.e. VO,WO, LSO and Support Organization is like building castles of sand. They might look great but cannot last long.

A couple of weeks back while I was taking my evening walk in Islamabad towards Margalla Hills, a car suddenly stopped and one Mr. Mukaddam got out of it and introduced himself as a resident of Gohrabad in Diamer district and said he was fully aware of my work in AKRSP. He also called his wife to come out of the car and meet me on the roadside and introduced her as Mrs. Sofia Mukaddam, Minister of Women Affairs, Youth and Social Welfare. She expressed keen interest in collaboration with AKRSP in helping her achieve the objectives of her Department. I promised to meet her on my forthcoming visit to Gilgit. When I called on her

Department along with Muzaffar and other AKRSP staff, she met us with Secretary of her Department and Directors of different Divisions. One of them Mr. Ikram informed me that he had heard my lecture at the Institute of Development Studies (IDS) at Sussex where he was pursuing a post graduate course. We all were impressed by the Minister's keenness to derive maximum benefit from AKRSP in implementing her Department's projects and programmes, of which Muzaffar assured her whatever was possible.

The main purpose of my visit was to interact with WOs/VOs/LSOs and Muzaffar arranged it in such a way that I was able to interact with a large number of organizations either through valley conferences or visits to a group of WOs/VOs and LSOs.

Immediately on arrival on Oct 19, my first field visit was to Sherqilla in Khizer accompanied with AKRSP professionals Dr Akhtar, Institutions Specialist, Mohd Zaman District Programme Manager, Ms. Yasmeen Qalandar Regional Programme Manager and Alidad communications professional. We met members of four WOs with whom Hasan Alam and Fatima Social Mobilizers were in regular contact. As my main interest was in the financial viability and sustainability of WO/VO/LSO, the institutions of the people, I was most impressed to see that the savings of only 4 WOs ranged from Rs 2.5 million per WO to 8.5 million with a total savings of Rs. 17.9 m. These are the same people who in 1983 when I asked them to save they would respond we are too poor but when I insisted this was one of the terms of Development Partnership otherwise AKRSP cannot work with you, they reluctantly agreed to save Rs 1 per week in their weekly meetings. By the way Sherqilla was one village whose women wrote to me when I had only met men, as I could not dare ask men to bring their women to meet me, as to why I was only meeting men. What was so difficult in AKRSP Terms of Partnership which women could not do. The women of Sherqilla wrote after a couple of months of my visit to nearly 55 villages that they have on their own organized themselves and are meeting weekly and also saving; would I come and show them the way forward. This emboldened me to ask women to meet me if they so desired and the men sheepishly and reluctantly agreed.

As I was trying to judge how viable and willing WO/VO/LSO were to link up with govt. departments, if Chief Secretary issues the requisite instructions to the department, the Sherqilla WOs were more than willing.

Dr. Shahida Jaffrey who had joined AKRSP in 1990 and later became CEO of Baluchistan Rural Support Programme (BRSP) and after reviving BRSP, was requested by Governor of Baluchistan to set up a Women University in Quetta, Shahida took up the challenge and as Vice Chancellor set up a women university, which has now seen thousands of girls graduating out of it. But Shahida's heart is in Gilgit. She not only built a house for herself but spends months there. On my arrival in Gilgit I found her there and persuaded her to come with me on field visits. We both were amazed to see the transformation AKRSP has brought about.

Next day I visited Rahimabad in Gilgit district. The LSOs comprised 3,295 households with 5,029 members. Their savings amounted to Rs. 50 million of the 7 LSOs in the valley, namely Oshkandas, Sultanabad and Nomal. The women said they started with saving of Rs. 5/- per week and women empowerment's main source are savings and training once they got organized.

The male VOs are 51 with 2,170 members and 1,116 youth and Rs. 25 million savings of Mahmoodabad, Danyore, Sultanabad, Rahimabad and Nomal Nalter.

On Oct 21 I visited Sikanderabad Nilt in Nagar district. Nagar is fully followers of Imam Khomeini. I was taken there on my first visit in the darkness of night by an enlightened Agha Yahya. Today I could not believe my eyes to see not only men but a large number of women were also there to greet us. I also saw my old friend who was a teacher Muzaffar Shah and had set up an organization called Naunehal to encourage quality education both for boys and especially girls. I had also brought President Musharraf to visit Naunehal who donated Rs. 5 lacs to the organization. Muzaffar Shah told me proudly that currently 20 farmers from Nagar had gone to Japan for training. On my last visit to Nagar I met girls who had M.Phil. I was happy to see old AKRSP Social Organizer Ali Mohammad Faizi taking active part in development of the WOs/VOs/LSOs after his retirement.

A detailed presentation was given of WO/VO/LSO, of Upper and Lower Nagar. In Nagar II Tehsil there are 68 WOs/VOs of 3,483 households and a saving of Rs. 7 million. On my showing surprise at low savings, an old woman came forward and said we have Rs. 8 million in our account of Bar valley from trophy hunting. It brought back when in eighties I had visited Bar valley and they asked for Rs. 250,000 per year to employ professional hunters of the valley as wildlife Guards, Thanks to Syed Babar Ali President Pakistan WWF who gave AKRSP the money and I got the ibex counted by wildlife Department expert who came up with a figure of 200 ibex. After a year when I asked Ashiq Ali to recount, the number had increased to 700 because the ibex of surrounding valleys also migrated to Bar valley being a safe haven.

This was beginning of all valleys in Gilgit, Baltistan and Chitral conserving their wild life and with wild life department agreeing to give the people of the valley 75% of the trophy hunting proceeds. People can now watch wild life from road side besides large incomes accruing to the people. GM AKRSP told me that this year one Markhor was auctioned for $100,000.

The presentation of WOs was given by Saima and Malika , two very confident office bearers of the WOs. They had all the data of almost all WOs of Bar, Budalas, Chalt Bala Payeen, Rahbat Bala Payeen Chaprote, Kazimabad, Yal, Ghulmet, Basin, Markhu, Dadimal, Fikar, Hakochar and many others.

However, I urged the WO/VO/LSOs to strengthen their organizations if they desired to link up with govt. departments to access their services and supplies and development programmes. GM AKRSP took note of the measures needed to be taken, as identified by the gathering.

My visit to Ahmedabad was full of nostalgia in Hunza district. It is situated along the Karakoram Highway (KKH) but across the river Hunza. I was pulled across the river in a basket to reach the village. This showed how remote and inaccessible some villages were despite the KKH passing by them. A link road with a bridge on the river transformed Ahmedabad in such a way, with the hard work of the villagers, that I gave its example in my UN General Assembly speech in 2009. Today Ahmedabad was accessible even from Karimabad Hunza by a road running on the right bank of the river.

The Deputy Commissioner Hunza Samiullah Farooq also accompanied us and hundreds of women and a lesser number of men had assembled to greet us. In this valley there were 74 WOs, 19 VOs comprising 6,254 households and a savings of over Rs 30 million. When the men voiced complaint against AKRSP for not visiting them as often as I used to do. I gave them the example of cow and the calf and asked them when the calf becomes adult what does the cow does if it tries to milk her. The women responded the cow hits the calf. One of the men stood up and to the great laughter of everyone said that I had put the women on pedestal and shamed men but the fact is men have still not grown up from being calves.

The Deputy Commissioner not only sat through the couple of hours of the meeting and preferred it to another very high profile event happening in the district. In his remarks he called it a historical day and described Hunza the most progressive district in term of literacy and women development. He observed AKRSP as a role model of development and community participation and is being studied by scholars all over the world. It has changed the way of thinking of people. Govt. is ruthless in most cases benefitting only a few elements. The community should mould the thinking of the govt. and interacting with the LSOs today he saw what their strength is. He was very positive to the proposal forging formal linkages between LSOs and Govt. departments at various tiers of govt. at different levels in the district.

October 22 was a red letter day in the history of AKRSP the Chief Secretary Kazim Niaz agreed to participate in an assembly of 13 Local Support Organizations (LSOs) of Gakuch district in Ghizer valleys, comprising 54 women organizations (WOs) and village organizations (VOs mostly male) spread over 5 tehsils, 119 villages with 4,626 households and a population of 20,500. The Deputy Commissioner Shuja Alam, the Senior Superintendent of police and many heads of the district departments were also present there were over 300 community activists present.

The Chairman LSO, network Moazzam Mir recounted the message AKRSP gave them in 1983 comprising principles of organization, savings and human skills which they have not forgotten to this day. The WOs/VOs federated into LSOs formally from 2008 onward, previously having informally organized themselves in clusters. The objectives of LSOs are facilitating WOs/VOs in achieving a peaceful environment and forging linkages with govt. departments and other donors and NGOs for environmental protection accessing local services and supplies at the disposal of departments, advocacy and achieving sustainability of WOs/VOs/LSOs through financial viability by contributions from 6,200 members of WOs/VOs.

LSOs have forged linkages with line departments, BISP, Hashoo Foundation, Rupani NGO, Rural Support Programme Network (RSPN) besides AKRSP and also with Jubilee Insurance Company for health insurance and others. They have also held conventions within and outside district and also sent a delegation to Diamir district. Their other activities include sports activities, gem cutting and polishing, peace committee and seminars with Shia and Sunni communities.[19]

Ms. Durdana from Gakuch Bala presented how WOs comprising 5,161 members including 936 youth having a savings of Rs. 110 lacs far beyond savings of men VOs.

The Chief Secretary in his address appreciated the AKRSP approach which concentrated on poverty of mind a vision unlike approach of govt. departments. He urged on the assembly members to reduce the trust deficiency between people and govt. After all it is your government and like trust between brothers we should all strive for their trust. For his part he assured them to take steps to forge a formal linkage between WOs/VOs/LSOs, and govt. department which would be of mutual benefits to both.

The Chief Secretary informed the gathering about the projects and steps being taken by govt. like appointment of specialists at Gakuch District hospital. Sewerage and Sanitation, water supply scheme and over all town planning of Gakuch. He referred

19. Someone needs to write about life cycle of local institution development which should include graduation from the first stage based on your A-E index, then distinct path taken during the second stage-based on the ethics of subsistence economy, market economy and one case of robber baron you reported earlier; and the third stage of networking and accessing resources from political and administrative pillar.

to the planned CPEC highway passing through Khizer and over Shandur to Chitral. He invited their proposals for tourism development and improvement of the natural park set up adjoining Gakuch.

The helicopter became available on Oct 23 and flew us to Ishkoman Valley landing at Belhenz near Immit village. Immit I well remembered because I had to take Oxfam Representative, Nick Gardner who had come from Oxford, to a project they had funded which was an irrigation channel up above Immit at 11000 feet elevation. It took us ten hours walk up and down to see the channel. The visit this time was no less memorable. When I flew from Gilgit at was 20 C and at Belhenz at mid day it was -5 C. The villagers had provided us blankets to wrap us up otherwise we would have frozen at the valley conference. Shahida delighted in taking photographic record of our misfortune.

Mohammad Jamal Tahir the District Programme Manager of AKRSP outlining the objective of the valley conference was sharing progress and experience of the WOs/VOs/LSOs Chattarkhand Ishkoman Valley. Immit LSO comprising WOs 39, with 2,590 members and 42 VOs with 1,940 members. Their savings are over Rs 3 million. Their activities included a wide spectrum including a Youth Resource Center and linkages with Govt., AKDN and AKRSP in the fields of Environment, Drug control, Agriculture Disaster relief and rehabilitation and with NGOs, vocational training and education by USAID, Hashoo Foundation and Central Asian Institute.

Jannat Nauroza of Immit described the achievements of 14 WOs comprising 1667 households with 1473 members plus 573 youth and savings of 9.6 million rupees. One after the other we heard progress of WOs/VOs/LSOs as the savings ranging from 3.1 million to 10.15 million rupees cumulatively over Rs 40 million in the entire valley. Each one of the WO/VO/LSO actively pursuing their agenda of activities including linkages and future plan along with identification of problems and efforts to overcome them.

One of the oldest Roza Baig stood up and reminded me of Shah Faqir and Mohd Yunus and others who were no more in this world. He proclaimed no one was poor now, everyone had good income from potatoes and other crops and activities including service sector commissions in Pakistan Military Academy but people have also become materialistic. There is no respect for the old as it used to be.

From the helicopter it really appeared a prosperous area with beautiful roofs of the houses and greenery all around. I even saw a Bridge connecting Nomal to the KKH. On my first visit there, it was a Shia village, they asked me to request Sir Agha Khan to build a bridge for them. I had to explain that AKRSP can only have partnership with them what the communities can do with programme support. The river was azure blue. It felt like being in Europe somewhere. On visit to Chapursan the next day the Attabad Lake looked like a massive emerald with almost six tunnels covering 8 km replacing the portions of KKH devoured by the lake and a new bridge connecting Gulmit and other villages. The Chinese did it all in 18 months. Surprisingly the glaciers, according to latest reports are increasing instead of receding in other places of the world. From the helicopter I could see Ghulkin and Passu glaciers with large patches of while snow on top which normally used to be covered with mud. Chapursan another remote valley on Oct 24 after our visit to Immit the previous day.

Chapursan with 11 villages had only 496 households with memberships of 822 in 22 VOs/WOs and a savings of 16.2 million rupees. District Manager AKRSP Ibrahim introduced us and Mohd Qurban and Habiba made presentation of the progress, after a long reception line led us to the meeting place. It was cold but not like Immit Sahib Hyat chairman LSO welcomed us warmly.

They pointed out the waste land where with AKRSP support 19 million trees had been planted at Resht with large incomes accruing from timber. The stride made in the field of education. Although according to poverty scorecard, recently done by AKRSP, but for 9 households falling in the category of vulnerable poor none was in the category poorest of the poor and poor. Retired teacher Bahram Baig hotly contested the survey and pointed out lack of higher education facilities in the valley.

The poverty of the valley is inaccessibility for the lack of a truckable road and electricity. AKDN has included this valley for their special development package through AKRSP. I do hope the interventions planned in the package reflect the needs and aspirations of the inhabitants of the valley instead of experts identified projects with consultation with WOs/VOs/LSOs.

On way back from Chapursan the helicopter made a stopover at Gulmit to enable us to visit Morkhan nestling up in midst of two glaciers. I was happy to see a metaled road from Gulmit to Morkhan which took no more than 15 minutes to transport us to the village and it meandered through a forested area where in the past there were hardly any trees. We were welcomed by members of WOs/VOs/LSOs from Misgar to Ayenabad and Shimshal. Neelum Sahiba of Ghlukin Rural Organization (GRO) of which Gohar Aziz is President and Jamila Sultana Chairperson of WOs. There are VOs 20 comprising 2,528 households and 37 WOs with 4,160 members and a savings of Rs 8 million. The VOs have 3,427 members and a savings of Rs. 40 million. This is one of the richest village in terms of savings. I remember well in 1983 on my first visit to VO during the meeting I was informed that the Shiskat avalanche has blocked the road to Gilgit and I might have to spend the night in the area. Some how, they did manage to take me across the avalanche by foot and a jeep sent from Hunza gave me a left back to Gilgit. There success story is an example for others. Sharif Khan has been the moving spirit of the VO. Having recognized his qualities, I was told he is now President of the regional council. I got an sms from him apologizing for not being in there to receive me. Ghulkin is

looking towards Govt. for hydel power, sewerage and sanitation, fruit processing, livestock development etc and legal status for WOs/VOs. I am confident Deputy Commissioner Hunza will do all that is possible to support WOs/VOs to achieve their goals.

Besides, official interactions and field visits my other engagements included meeting AKRSP headquarters staff, visit to IFAD project ETI (Economic Transformative Initiatives) management group participants and reunion with ex AKRSP staff.

The only discordant note of my entire odyssey was meeting with ETI project staff being implemented by IFAD. The infrastructure component of ETI aims at bringing large tracks of wasteland under irrigation range for crop culture the beneficiaries of the project are to be 100% mobilized and SMT comprising 7 members have to be formed by the mobilized beneficiaries who have to ensure that 50% of the investment in the project is paid by the beneficiaries from the income derived from the crops and is pooled into a revolving fund to be used for development activities of the area. AKRSP has been contracted by ETI to mobilize beneficiaries and SMT excluding WOs/VOs/LSOs and ensure that SMTs fulfill their objective of generating 50% of the cost of the project as revolving fund for development. I am at a loss to fathom why AKRSP signed such an impractical contract. The sooner they get out of it the better it will be for AKRSP. Such bare brain projects have been tried in the past also, mostly coming to grief. Getting 50% cost reimbursed by the beneficiaries is a tall order.[20]

The meeting with AKRSP staff was a very pleasant experience. Due to paucity of time it had to be very short duration but I was delighted at the young professionals deeply committed and dedicated besides happy with their work including those who were uprooted from the plush environment of Islamabad to come and work in Gilgit.

The meeting with participants of Peshawar Academy doing a management course, comprising grade 18-19 officials was most enjoyable. Again time was short as I had a meeting to attend of GBRSP, especially convened for me. But I was greatly touched by their keenness to meet me and showing pleasure at my finding the time to meet them. All I could do was to share my experience of 65 years of working with special emphasis on my work at AKRSP. I could hardly have any discussion with them except a couple of questions. I was happy that they were going on a field visit to see AKRSP programmes and meet communities. I am sure they would learn much more from them.

Meeting with ex-staff numbering nearly 40 including stalwarts like Noor Ahmed, Dr. Farman Ali, Darjat, Noreen, Iqbal, Kaseer, Dr. Iqbal and many others besides my old drivers Sher Ali, Naib Khan, Ibrahim, Nur Jalil and Dino. It was the contribution of each one of them which made AKRSP. The evaluation teams and the visitors used to express surprise that from the drivers to the GM they all speak the same language. I am most grateful to Muzaffar for arranging this reunion and Dr Akhtar and Yasmeen Karim and Qalandar assured that as many ex-staff could not come and were invited.

Murtaza set the tone by an emotional diatribe and all the speakers excelled in deepening my of those memorable 12 years of my life which I always cherish. Shahida was also there and there was a consensus that *GM AKRSP should be requested to form an Alumni Association of the ex-employees of AKRSP*.[21] Shahida has the experience of Alumni Association of ADB employees and offered to help information of the association. We would earnestly request Muzaffar to give serious consideration to this proposal.

Thus ended my Odyssey to AKRSP made memorable by Muzaffar and his colleagues who accompanied me whose names I have mentioned in the Notes I am also grateful to Admin Manager Ayaz and Executive Secretary Mushtaq for leaving no stone unturned to make my stay at Gilgit most comfortable. Of course, my old bearer at PTDC Mohd Shah was on duty twenty four hours and so was my old driver Naib Khan. Iftikhar, Muzaffar's driver safely drove us every where in the field and in town.

20. It seems donors are prisoners of their habits of thought, believing that they know what is best for the people. That is why HH said AKRSP message must be repeated to help form new habits of thinking.
21. I hope drop outs like me can also be invited to join.

Annexure-I

Note for Record

By: Shoaib Sultan Khan
October 28, 2017

Subject:- Meeting with Secretary Planning-Government of Gilgit Baltistan (October 24, 2017)

Mr. Babar Aman Babar very kindly met me in his office. I was accompanied with Dr. Akhtar Ali, Institutions Specialist of Aga Khan Rural Support Programme (AKRSP).

The Secretary spoke about GB Annual Development Plan which in the current year was over 16 Billion rupees and how in the previous year, he ensured 99% utilization of development funds, unlike the usual phenomenon all over Pakistan of underutilization and consequent surrendering of approved funds. It was for this reason that the Federal Govt was sympathetic to GB's request for development funds.

I briefed the Secretary about AKRSP and how over the years it has succeeded in fostering a framework of grassroots institutions in the shape of community and union level organizations and federating them in Local Support Organization at Union level. The main distinction of these institutions of the people unlike NGOs and social welfare organizations is that the WOs/VOs/LSO have their roots in each and every household.

I recounted to the Secretary, how Govt of Sindh has made use of the community, village and union level organizations by launching a Union Council Based Poverty Reduction Programme (UCBPRP) and strongly commended a similar programme for GB's ten districts. In Sindh out of 22 districts, with provincial and donor funding 18 districts are implementing UCBPRP. The mainstay of this approach is social mobilization, community investment fund (CIF), vocational training for employment, health insurance and critical community infrastructure.[22]

The secretary responded that GM-AKRSP has sent a concept note on the subject. He however, desired an approach taking up two districts at a time costing less than 75 Crores, to enable the Department to approve it within the financial Sanctioning powers of the Provincial Development working Party (PDWP). He desired a PC 1 to be developed in consultation with Mr. Alam AC PSD (Ph. 0310-1269918).

I profoundly thanked Babar for his time and sympathetic consideration of AKRSP request.

CC: Mr. Babar Aman Babar, Secretary Planning
Mr. Alam AC PSD, Planning Department
Mr. Muzaffaruddin, GM AKRSP
Dr. Akhtar Ahmad, AKRSP

22. Excellent architecture of the social infrastructure at local level.

Annexure-II

Note for Record

By: Shoaib Sultan Khan
October 28, 2017

Subject:- Meeting of Gilgit-Baltistan Rural Support Programme (GBRSP) on October 24, 2017 at 4:00 pm in Conference Hall, Chief Secretary, Office, Gilgit.

The meeting was convened at the behest of the Chief Secretary and attended by three Secretaries to Govt, four local Directors, IFAD and AKRSP programme's representatives and General Manager GBRSP.

Secretary Finance Mr. Yahya, who was also acting as CEO GBRSP explained the purpose of the meeting to elicit my views about strategy and approach of GBRSP as desired by Chief Secretary, who had to go Baltistan because of Prime Minister's visit there.

Mr. Yahaya gave a detailed PowerPoint presentation about vision, mission and methodology of GBRSP and the objectives it aims at achieving. It was very comprehensive and all embracing.

I submitted that AKRSP had only two objectives, namely , to double the income of the million people living in Gilgit-Baltistan and Chitral dubbed NAC (Northern Areas and Chitral) and also if possible develop a replicable model of rural development of the South Asia Region with special emphasis on Pakistan. For ten years the programme concentrated on productive Sector to the exclusion of Social Sectors because increasing incomes was the core objective. The world Bank evaluated the programme every five years. In their first assessment the Bank observed that the first four years of AKRSP are the missed four years of all rural development projects including that of the Bank because they were following a blue print approach, whereas AKRSP adopted a process approach allowing the rural people to identify what will increase their incomes, which was within their capacity to achieve if the obstacles in their way to unleash their potential were removed by AKRSP.

To achieve this objective AKRSP adopted the time tested Social Mobilization approach of a development partnership with rural poor which entailed the rural poor fulfilling their objectives of partnership namely, organization, generation of capital through savings and unleashing their potential by coming up with a micro investment which benefited and increased the income of each household. At the end of ten years, when the Bank did the second evaluation it concluded that in real terms the incomes of the NAC households had more than doubled. *In fact in their third evaluation in 2001, the Bank said the even between 1992 and 2002 the income had tripled*.[23]

Considering the current situation prevailing in GB, the GBRSP has to identify its niche where it does not unnecessarily trespass on the turf of the line departments of Govt and also does not waste the resources on duplicating that has already been done. It should, in fact take full advantage of what is there on the ground and take maximum benefit from it to achieve its objectives.

I suggested that since AKRSP did not implement Social Sector interventions and concentrated on the productive sector but to achieve the objective it fostered a framework of grassroots institutions in the shape of WO/VO/LSO. These are not AKRSP organizations, these are villagers' organizations managed and operated by them, looking forward to linking up with line departments, NGOs, donors, and GBRSP.

As sustainable development Goals (SDGs) are of highest priority of Govt, GBRSP can exploit this niche to their great advantage. The first six Goals directly concern poverty, the next 7-11 Goals concentrate on economic development, the 12-16 goals aim to dealing with threat to poverty and Goal, 17 specifically deals with quality issues and urges Technical and Service agencies to make maximum use of social capital.

GBRSP by making SGDs its core objective will have niche of its own as AKRSP by concentrating on Social Mobilization did not trespass others turf. Success in achieving GBRSP will not only earn accolades for GBRSP, it will also be looked at by Govt very positively, helping it achieve SDGs to which Govt has made an international commitment.

I was delighted that Yahya took my advice in a most positive way and embraced it whole heartedly.

As RSPs value added in implementing SDGs in socially mobilized communities, demonstrated by National Rural Support Programme (NRSP) in 17 district union councils. I offered GBRSP to arrange an exposure visit of GBRSP Management to these Union Councils to learn how it is to be done.

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23. Government of Pakistan cannot even pay back its interest on the loans whereas AKRSP tripled the income of communities in 10 years. i wonder if AKRSP shows the features of a new Social Contract. Our political. administrative and military leadership needs to hear this message. This process shows the path of social transformation without taking power so it does not threaten the elite. We need a non partisan dialogue on the New Social Contract.

In case of GB, AKRSP has mobilized communities in Gilgit, Baltistan and Astore including all the new districts but not in Diamir where AKRSP was not allowed by religious Leaders to operate in those days. I understand things have changed now however, I would suggest that in case Diamir GBRSP should do Social Mobilization , as this would be a good learning experience for professionals of GBRSP. AKRSP is most willing to help GBRSP if required.

CC: Chief Secretary-Gilgit-Baltistan
CEO-GBRSP (Mr. Yahya)
GM-GBRSP
GM-AKRSP

The Journey of AKRSP (35th year Celebration)

By: Shoaib Sultan Khan
February 1, 2018

I met His Highness for the first time in 1964 as Deputy Commissioner Kohat invited by Commissioner Peshawar to a luncheon hosted in his honour. When my wife Musarrat mentioned to him that she and I had travelled twice overland from London to Pakistan in 1957 and 1962, HH asked her which country you liked best on your journey. On her reply Switzerland. HH responded you must visit Northern Areas of Pakistan. I met HH again in 1972 as Commissioner Karachi, where he had come to finalise construction of Aga Khan University. HH told me it had taken him 12 years of planning this project. I had no idea at that time that fate will take me to Northern Areas.

This is 65th year of my working life and it is a bundle of coincidences. Having got into the civil service in 1955, which was a successor to Indian Civil Service, the steel framework of the British empire, I thought I had achieved ambition of my life but my meeting Akhter Hameed Khan (AHK) in 1958 in the then East Pakistan who had resigned from ICS in early forties, in search of a strategy for helping rural poor, I learnt how one can help rural poor observing what he was doing at the Pakistan Academy for Rural Development at Comilla. I thought I would do it by remaining in government and in 1972 I got myself posted to Pakistan Academy for Rural Development (PARD) Peshawar and invited AHK to help me, although he was on his way to Michigan State University as visiting professor, after coming into being of Bangladesh.

At PARD Peshawar I was trying to copy the Comilla Project which had attained international acclaim. AHK asked me to send progress report of the Daudzai Project which the Academy had initiated in the nearby Thana of Peshawar like The Comilla Thana of the then East Pakistan.

After a year of reading Daudzai monthly Progress Reports, AHK volunteered to come to Peshawar as Adviser to the Academy and also persuaded a Harvard Professor John Thomas to come with him for a few months. In a little over three years Daudzai Project attained quite a reputation, even the then NWFP government agreed to replicate it province wide and got the proposal approved by the Economic Council of the National Economic Committee. AHK and I were delighted at this development. Unfortunately our political patron got killed in a bomb blast and the government support not only disappeared, with the change of the Chief Secretary, we lost both the political and administrative patrons. Academy was accused of subversion because Daduzai and its replication were organizing grassroots communities, I was made an Officer on Special Duty and AHK left in disgust and Daudzai withered away. I got disillusioned with government and sought refuge in UN Centre for Regional Development Nagoya Japan who gave me a consultancy to write a book on Daudzai experience which was printed by Vikas Publishers of India.

I did not look back or even thought of returning to work in Pakistan. UNICEF Sri Lanka offered me a long term job as their Social Development Consultant. AHK had by now returned from Michigan and had initiated the famous urban development programme, the Orangi Pilot Project in Karachi. I invited AHK to Colombo, with the approval of Hoda Badran, UNICEF Representative for a day long retreat with him of UNICEF staff. My work in Mahaweli Project had earned me a full page in Newsweek entitled “A Man Named Khan” as I had decided to live in the project area which was infested with elephants, other wildlife and cobras.

It was on his visit to Colombo that AHK broke the news to me that AKF Geneva was looking for someone to initiate their rural development programme in Northern Areas of Pakistan and he had suggested my name to AKF Director of Special Programmes Bob Shaw who had come to AHK to seek his advice.

A few months later Bob Shaw appeared in Mahaweli to see what I was doing. Bob invited me to an interview in Karachi but I made it clear to him that I will only come on deputation from UNICEF. Having been bitten once I was not sure if Government of Pakistan will allow me to do something similar to Daudzai. Bob even persuaded His Highness to write a letter to the Executive Director UNICEF James Grant and got me deputed to AKF Geneva with headquarters in Gilgit.

Bob as Director Special Programme in AKF, was the moving spirit behind AKRSP and never allowed any obstacle to come in my way. He even persuaded me to terminate my deputation with UNICEF by offering a permanent contract with AKF Geneva. In 1985 UNICEF informed me that Mr. James Grant was coming to visit Gilgit. He landed by PIA direct from New York to Islamabad and boarded on AKRSP helicopter to come to Gilgit. Spent two days looking at the programme on field visit and while departing from Gilgit told me that he had come to find out why I had resigned from UNICEF, but visiting AKRSP, if he was in my place, he would have done the same. I couldn't believe my ears and marveled at the greatness of the man who left for New York straight from Islamabad

When I suffered the greatest tragedy of my life losing my daughter Falaknaz and her two children Shan and Pareesa, Bob arranged to fly me and Musarrat to Aiglemont, on the desire of HH to console us. No one could have consoled us the way HH did.

However, I had no idea what I was letting myself in, when after the interview in Karachi Bob took me to Gilgit flying from Karachi to Islamabad and then to our destination. It was only when the return flight to Islamabad from Gilgit got cancelled because of bad weather, we had to undertake a return journey by a hired taxi. Bob offered me the front seat to experience the frightening terrain through which KKH meandered while he at the back seat was sprawled snoring. In my 12 years I had to undertake this journey of 12 hours each 87 times.

In December 1982, the flight did not operate from Islamabad and I left on a borrowed jeep from AKF office alongwith the Chicago trained Economist Tariq Husain and had to break my journey at Battagram, where the newly built Rest House had a bed but nothing else. I slept with my clothes on and experienced the coldest night of my life. Finally we reached PTDC Motel at Gilgit which became my abode for the last 35 years with a permanently fixed rent thanks to my erstwhile Assistant Commissioner Captain Qayyum in Kohat, who became DG PTDC. Next morning AKRSP literally started its operation from a shop manned by Mohammad Yar and Tawallad Shah as Farm Information Centre till Alidad offered his office and till Jamil Haider Shah, the Commissioner Gilgit Baltistan, an erstwhile colleague of civil service days took pity on us and requisitioned the defunct NA Transport Company office for AKRSP. We are still operating from that office.

I persuaded some of my old colleagues from PARD Peshawar who had worked with me at Daudzai project to help me and in less than two months, we visited 55 villages in the borrowed jeep undertaking journeys on horrendous jeep tracks in Gilgit, Ghizar, Hunza & Gujal valleys, sometimes travelling 8-10 hours at a stretch. HH knew the area well and much against everyone's opposition, made a helicopter available. But to our great dismay, the helicopter was parked at Rawalpindi airport till HH visited Gilgit in the fifth month of AKRSP and ordered its placement at Gilgit. He admonished "people might think it is a helicopter in my bonnet but I am not going to withdraw it till it is used and I am convinced that it is of no use to AKRSP".

The PARD professionals comprising Feroz Shah and Naqvi were soon joined by Hussain Wali, Mutabiat Shah, Zahur Alam, Dr. Riaz, Khaleel Tetlay, Maleeha, Ameneh Azam Ali, Shandana, Shahida Jaffrey, Majid, Javed, Izhar, Farman and many Canadian interns from time to time. The Social Organisers and Engineers who excelled in the field like Mutahir Shah, Ikramullah Jan, Noor Mohammad, Iqbal, Shah Karez, Miraj, Darjat, Sardar Ayub, Ghazi and many others. Tariq built up the MER section which did credit to AKRSP. For a short while Anis Dani and Najma also joined AKRSP. In Chitral we were able to entice Masoodul Mulk. My memory fails but there were many more whose dedication and commitment was my greatest asset. I do apologise if I have failed to mention them.

The support staff was no less dedicated. My personal staff Rauf, Shah Makeen and Naeem were ready twenty four hours. So was all the other staff and without our precision drivers, we would have been helpless. I can never forget how Sher Ali, Mir Ahmad, Jalil, Ibrahim and Naib Khan served me and others too whose names need to be written in golden words.

My first encounter with a donor was when Nazir Ladhani of AKF Canada brought John Martin of CIDA to visit AKRSP. John was simply bewitched with what he saw and the rest is history. CIDA have not left AKRSP till now and have been our steadfast biggest supporter. Catley Carlson who in UNICEF had signed my deputation from UNICEF to AKRSP became President of CIDA giving CIDA-AKRSP relationship great impetus.

The second donor I met was in London when Director OXFAM came to visit HH and I was also invited to the meeting where I was asked to make a presentation on AKRSP. After the presentation, the Director said to HH that he had come to ask AKF support to OXFAM but hearing what AKRSP is doing, OXFAM would like to support AKRSP and donated GBP 30,000. I regretted having accepted that princely donation when their representative Nick Gardner appeared in Gilgit to see what AKRSP had done with the money. As per their requirement AKRSP had selected the most remote valley for their project. Nick refused point blank to travel by helicopter and after a six hours road journey, we set out on foot early morning to the site of the irrigation channel at an elevation of 11000 feet in Immit Valley. It took us ten hours of climbing and descending to see the project. Next time on a follow up visit, I went by helicopter and it took exactly ten minutes to fly to the site from where we had walked. On his

next visit when I asked Nick the reason for his refusal to travel by helicopter, he confided that one of his friends is a helicopter pilot and had warned him that helicopter is the most dangerous mode of flying. An year later our helicopter did crash in a snow storm but fortunately we all escaped unhurt and HH replaced it with two helicopters.

Without the helicopters and their valiant pilots and I was happy to see Cols. Mustafa and Ejaz here. I don't think AKRSP would have covered Gilgit. Baltistan and Chitral with such ease and would have been successful in attracting so much donor support. The helicopter facilitated the visit of the Secretary General, Economic Affairs Ejaz Naik to AKRSP and he was greatly touched with what he saw. *One evening at a reception in Islamabad, I met Netherlands Ambassador von Geen who expressed a wish to visit Baltistan where I was going the next morning. When I made him an offer to come with me, he gladly accepted it and on return wrote to EAD offering $ 1 million to support AKRSP in Baltistan. Much against everyone's opposition in EAD, the Secretary General overruled the opposition and the bilateral window was opened for support to AKRSP in addition to the NGO window.*[24]

OXFAM's donation attracted the attention of ODA (later DIFD now UKAID) and a visit by Sir Nicholas Barrington resulted in a GBP 5 million grant to AKRSP for Chitral programme. I was told that Sir Douglas Hurd had to certify that this grant will not be used for Pakistan's nuclear programme.

Thus AKRSP had three major donors one for each district joined by many others including NORAD with IUCN introduction. During my 12 years stay, there were no less than eleven donors thanks to Bob Shaw's persuasive advocacy. The last being GTZ when Ambassador Vestring after a visit strongly advocated German support to AKRSP and it resulted in initiation of AKRSP activities in Astore area of the Diamir district which so long had resisted anything to do with AKRSP on sectarian grounds. The Development Counsellors of the embassies were real supporters of AKRSP. Late Iqbal Nur Ali of AKF USA took me to all the major universities of USA including Harvard, Princeton, Berkeley, John Hopkins and many others to give presentation on AKRSP to the academics and students.

To please so many donors, Bob Shaw at AKF Geneva persuaded the Operations Evaluation Division of the World Bank to undertake periodic assessment of AKRSP. The Bank had never assessed project or programmes which it had not funded. They made an exception in case of AKRSP.

In their first assessment, the Bank evaluators opined that the first four years of AKRSP are the missed four years of all rural development programmes being implemented in the world because they adopt a blue print approach instead of the process approach adopted by AKRSP. In the second evaluation after ten years, OED came to the conclusion that in real terms AKRSP has succeeded in doubling the income of the million people of Gilgit, Baltistan and Chitral.

The evaluation of the Bank gave impetus to the second objective of AKRSP of developing a replicable model of rural development. The Independent South Asia Commission on Poverty Alleviation set up by SAARC head of States accepted the Commission's overarching recommendation asking governments of South Asia to make Social Mobilisation as the centerpiece for all the poverty alleviation strategies and to operationalize the recommendation, they recommended the AKRSP methodology as adopted by Government of Pakistan by setting up a support organisation on the lines of AKRSP called the National Rural Support Programme (NRSP). Thanks to the then Finance Minister Mr. Sartaj Aziz who fully supported Prime Minister Nawaz Sharif's idea to replicate AKRSP countrywide and sanctioned Rs. 500 million six monthly instalments. With the change in government, NRSP got only one and survived today to be the largest RSP in Pakistan thanks to the hard work and leadership of CEO Dr. Rashid Bajwa.

In 1993 World Bank convened a meeting at Annapolis to discuss implementation of the SAARC Commission's report to which I was also invited where I was approached by UNDP New York representative Henning Karcher who asked me if I would be willing to take the lessons learnt from AKRSP to South Asia and it resulted in launch of UNDP Regional Project called South Asia Poverty Alleviation Programme (SAPAP). UNDP Representative in Pakistan Von Sponeck and Neil Buhne insisted that 40% of my time will be devoted to Pakistan where UNDP was giving technical support to NRSP after the stoppage of support from Federal Government. They very kindly offered even 40% of my emoluments to the headquarters. This kind gesture of theirs enabled me to spend a major portion of my time in Pakistan despite headquarters in Nepal. Neil personally handed me the keys of a car for use in Pakistan which is now with NRSP still under my use as Chairman NRSP.

In Vice President World Bank Meiko Nishimizu AKRSP found the staunchest propagator of the strategy of Social Mobilisation. In Pakistan she helped in setting up of Pakistan Poverty Alleviation Fund (PPAF) and I am glad to see Azmat Isa as the CEO now, who helped in 1997 at Washington DC when Meiko called me there to convince her Sector Managers about the viability of PPAF in Pakistan. John Wall gave all the support to PPAF as Country Director. PPAF has been RSPs most sustainable support.

Of all the countries, India fully embraced the AKRSP strategy in Andhra Pradesh, when Meiko after a visit to Andhra with me and seeing what SAPAP had done calling it UNDP's miracle, offered full support to the State Government to scale it up.

24. Critique of arms.

The State government mobilised 11 million households led by women. Later in 2011 Union Government adopted the Andhra approach and launched National

Rural Livelihoods Mission aiming to reach 70 million households comprising 350 million rural poor in next ten years.

In Pakistan Rocky Staples of USAID on a visit to Gilgit in 1988 offered me 5 million dollars if any other province in Pakistan would be willing to replicate AKRSP resulting in setting up of Sarhad Rural Support Programme (SRSP) in 1989. Today Masoodul Mulk has taken it to dizzying heights by doing all kinds of innovative things and getting Ashley Award for microhydro projects managed by communities. This was followed by World Bank and WAPDA giving an endowment of Rs. 100 million to set up Ghazi Brotha Taraqiati Idara (GBTI) in 1995. Now looked at by large Dam as a solution to affectees problems. Government of the Punjab giving an endowment to establish Punjab Rural Support Programme (PRSP) and Government of Sindh giving an endowment of Rs. 1 billion in 2003 setting up Sindh Rural Support Organisation (SRSO), Governments of Khyber Pakhtunkhwa and Baluchistan gave an endowment of Rs. 500 million each to SRSP in 2008 and Baluchistan Rural Support Programme (BRSP) in 2017 which was revived by Shahida Jaffrey in 2001 and taken to new heights by CEO Nadir Gul.

DFID in 2000 funded setting up of Rural Support Programmes Network (RSPN), thanks to their Consultant Steve Jones. Shandana has steered it throughout making it an invaluable asset to RSPs.

In 2009, Government of Sindh gave resources for AKRSP type mobilisation in two poorest districts of the province. Because of my experience in India, I took permission from the Chief Minister Syed Qaim Ali Shah to implement the Union Council Based Poverty Reduction Programme (UCBPRP) only with women. The women of Kashmore and Shikarpur responded so positively that a group of EU officials visiting the districts, offered to support UCBPRP type programme for an additional 8 districts of the province and subsequently also offered assistance to Government of Baluchistan to initiate a Sindh type programme through Baluchistan Rural Support Programme (BRSP) for eight districts of the Province. Earlier EU had offered assistance to SRSP to organise half a million households in Malakand Division besides hundreds of micro hydro projects. Currently EU is championing what AKRSP did due to personal interest of Ambassador Cautain.

This year Government of Sindh is planning to cover the entire province on the lines of the 18 districts where Social Mobilisation of AKRSP type is already being implemented. Thus reaching 2 million households out of total 4.2 million rural households. The major RSP being SRSO under dedicated leadership of CEO Dittal Kalhoro.

AKRSP has inspired nearly 200 million rural people to improve their livelihood in South Asia especially India and Pakistan. In Pakistan there are still millions in rural areas needing this support.

I was lucky to get full support from the Federal, Provincial NWFP government and political leadership of GB and Chitral and AKRSP Board of Directors chaired by Mr. Ramzan Merchant assisted by CEO AKF Hakim Feerasta during my 12 years stay with AKRSP. *But the most critical support from amongst donors was from my erstwhile civil service colleagues who served as Commissioners and Chief Secretaries and in other positions. They facilitated AKRSP at every step. It is impossible to monetize that support. It continues even now as evident from the Chief Secretary Kazim Niaz and Planning Secretary Babar's support to AKRSP.*

I am most grateful to Chairman AKRSP Aziz Bolani for arranging this event celebrating 35 years of AKRSP and giving me an opportunity to recount the journey of AKRSP and appreciate the continued support by CEO AKF Akhtar Iqbal.

Above all it is the rural men and women of GB and Chitral and their Activists who were the real jewel in the crown and the dedicated and committed staff of AKRSP currently led by a Shepherd boy of Shimshal Muzaffaruddin whom I recruited in AKRSP in 1990 and guided by honorary Board of Directors that AKRSP has reached where it is today, thanks to the hard work put in by my successors Hussain Wali, Steve Rasmussen, Izhar Hunzai and Abdul Malik.

My personal inspiration was the support and encouragement I received from His Highness the Aga Khan by listening to umpteen presentations on AKRSP both in Pakistan and abroad at Aiglemont and many field visits he undertook to organised communities in Gilgit, Baltistan and Chitral.

On my first meeting with HH, after taking me as GM AKRSP at breakfast in Islamabad where Chairman AKRSP was also present. HH said to me AKRSP is my programme, if I ever face any problem, you have my permission to come directly to me. The occasion never arose in Mr. Ramzan Merchant I found a most kind and understanding Chairman, very ably assisted by CEO Hakim Feerasta.

GM Bill Spoelberch is a genuine supporter of AKRSP and never wavered in what I was doing and most indulgent to me acting as a direct conduit to HH. When UNDP asked me to initiate South Asia Poverty Alleviation Programme, I could not do so without HH's blessings. On my request Bill arranged for me to meet HH at his house near Notre Dam in Paris. HH gave his assent on condition that UN agrees to keep 10% of my time for AKRSP which UNDP readily agreed.

Without the support and hardships of separation suffered by my late wife Musarrat and daughters Roohi, Afshan, Falaknaz and Shelley, I would never have been able to take up this assignment. In fact, on their visits to Gilgit, they not only encouraged me, they fell in love with the area and the people. I am glad that Afshan is here this evening on a visit from London.

Note for Record
(August 15-19, 2018)

By: Shoaib Sultan Khan

August 24, 2018

Subject: Visit to the "End of the World"

After conquering Everest, Sir Edmund Hillary was in search of new adventures equally challenging and he chose to conquer Shimshal Valley in Gojal part of Gilgit district adjoining Hunza valley. As General Manager AKRSP, I had gone there only by helicopter. Once a BBC team was making a documentary in Gojal and came across one of my successors Steve Rasmussen, who said to the team he was going to the end of the world when the team enquired where he was going? They made a documentary on Shamshal and gave the title *"End of the World"*.

During my stay in AKRSP from 1982-94, whenever I went to Shimshal, they would refuse to discuss any other development intervention except demanding AKRSP help them build a link road from Shimshal valley to the inhabited world, which was Passu, separated by horrendous terrain comprising all imaginable hurdles of a deep river hurtling through high steep mountains, glaciers and treacherous ravines carrying big boulders plunging into the river. It used to take Shimshalis seven days to reach Passu from Shimshal. The Mir of Hunza used to banish his political opponents to Shimshal. It was like Andaman Nicobar islands where British used to banish their mischief makers.

His Highness (HH) the Aga Khan, founder of AKRSP even sent a message to me if AKRSP can help Shimshalis build the link road. The productive physical infrastructure (PPI) which AKRSP helped communities to construct, numbering thousands, this was the only PPI about which I received a message from HH and regretfully I had to convey AKRSP's inability to help the Shimshalis because of average cost of PPIs AKRSP could help was only US$ 10,000 (Rs.250,000) and the link road needed hundreds of thousands of dollars. Mir Ghazanfar once requested President Ziaul Haq to give him 20 million rupees to construct the Shimshal link road and on being informed there are only 120 households, the President told the Mir to ask Shimshalis to shift from there to the main land.

After making a couple of abortive attempts by helicopter to persuade Shimshalis to undertake some village level PPI like an irrigation channel, as they had unlimited land holdings which could be brought under irrigation range but the Shimshalis remained adamant. One day, a delegation of Shimshalis representing the Village Organisation, as they had agreed to accept AKRSP's terms of partnership, namely organizing all the household in a village organisation (VO) numbering 120, meeting weekly under the leadership of an honest and dedicated member from amongst the VO and adopting discipline of savings by each member, according to individual capacity, appeared in my office at Gilgit and informed me that the VO by self-help has constructed the first 11 km from Shimshal village towards Passu and entreated me to help them start the construction of the link road from Passu towards Shimshal.

Fortunately, one of my student probationers, when I was Deputy Director at Civil Service Academy Lahore, got posted to Gilgit as Commissioner as head of the administration for the districts of Gilgit, Baltistan and Diamar, I mentioned this need of Shimshalis and he agreed to make a million rupees available to AKRSP for the link road which was matched by Mir of Hunza, who as member of the elected Council of the three districts, had received some development funds. I persuaded AKRSP Board of Directors to top this up by another million. Thus fortified with three million rupees, I persuaded Commissioner Khalid Mahmood and Mir Ghazanfar to come with me to Shimshal by helicopter and hold a dialogue with Shimshal VO making this offer, because AKRSP never engaged contractors to implement a PPI, it were the VOs which had to do it with technical and engineering assistance from AKRSP professionals. I was a bit crestfallen when their spontaneous response was to reject the offer, as the amount was too little for such a massive undertaking. I tried to convince them that this was the only chance to initiate the construction of the link road from Passu. The Commissioner and Mir Ghazanfar strongly urged them to accept the offer and after some discussion amongst themselves, they agreed to accept the offer and pleaded to the Commissioner to include the construction of the link road in government's Annual Development Plan (ADP). The Commissioner promised to do so, in due course of time.

The VO true to its promise, constructed first 12 km of the link road with the support received from AKRSP in 1985. The distance from Passu Karakorum Highway (KKH) to Shimshal was 55 km. This reduced 4 days journey to 2 days when the 12 km was completed plus the portion done by self-help towards the end of my tenure as GM AKRSP. Luckily government did include the link road in its ADP but it finally took 18 years to complete the road in 2004.

The current GM AKRSP Muzafaruddin, who comes from Shimshal and in his childhood used to shepherd the animals in the high pasture, joined AKRSP in 1991 as Intern and on a regular position in 1993 after completing his education. He informed me that Shimshalis want me to visit them as they wish to thank me for the construction of the link road. Muzaffar offered to arrange the AKRSP helicopter to take me there. I declined the offer with thanks and requested him to arrange my travel to Shimshal

by road. He seemed a bit hesitant as the link road was a very narrow jeepable path with the river hurtling down by the side. I assured him I genuinely want to go by the link road just to experience what the villagers have accomplished.

Finally, we set out for Shimshal on August 17 from Passu, driven by Mirza, elder brother of Muzaffar, who had set a record in Guinness Book by taking his jeep from Passu to Shimshal in reverse gear followed by Guinness team.[25]

Muzaffar and Sharif Khan of village Ghulkin accompanied me in Mirza's vehicle. There were two other jeeps following us. Sharif during my time, was President of VO Ghulkin which today has over Rs. 30 million savings and I used him for more than a year in NRSP as a resource person to impart techniques of Social Mobilisation by visiting all the regions of NRSP. Both Sharif and Muzaffar in their student days, traversed on the Passu-Shimshal-Passu hazardous route. Sharif narrated how once his uncle roped him in to carry 20 kg load of a foreign tracker. Midway he threw the load on the ground and howled with tears. His uncle asked him to take some rest and join later and in the meanwhile he took his load also on his back. Sharif only joined his uncle when he had reached his destination. Muzaffar as a student, worked on the AKRSP funded portion of the link road by fixing explosive charges in the steep rocks, lowered from the top by a rope. I couldn't believe my eyes that one was now President of the Hunza Regional Council and the other GM AKRSP.

The link road is, of course, not for the faint hearted but I was pretty well acclimatized having spent 12 years travelling on such tracks in small distances. It is not difficult to imagine how difficult it must have been to chisel the link road through rocks. Three Shimshalis laid down their lives constructing the link road. Even now it passes through some hazardous spots. At one place just short of Shimshal, a fast running ravine passes over the road with boulders in its wake and the water increasing as the melting of snow increases with the sun. We saw more than a dozen volunteers with implements keeping the portion clear of stones and praying hard that the water level remains fordable. I was greatly touched by the spirit of the volunteers. The 5 km wide glacier over which the old route used to pass, was indeed a death trap. No wonder Sharif threw his load and revolted against his uncle. Fortunately the link road was carved across the river where the glacier in jet black mounds of glistening ice mocked us. The link road has been blocked at one point by falling rocks but had been cleared a couple of days before our journey.

Nearing Shimshal, I was amazed to see habitations and greenery miles before where I used to land by helicopter. The road both sides was green with wheat crops and trees and satellite villages of Shimshal had solar street lighting, unique compared to other villages.

It took us exactly three hours to reach central Shimshal where I was first taken to the house of Bakhtubhai, the moving spirit in the VO behind the construction of the link road. I had no recollection that his body had arrived from Karachi where he had gone for treatment, I allowed the helicopter to carry his body to Shimshal. The family had not forgotten this, although I was visiting Shimshal after thirty years and wanted to thank me by lavishing their hospitality on me. Muzaffar knew that during my 12 years stay, I never accepted nor allowed the staff to accept even a cup of tea while on visits to VOs. Muzaffar asked me if I would be willing to make an exception. I could not even dream of refusing such hospitality which touched my heart beyond measure. We were entertained in a lovely Hunza hut type of a house by Bakhtubhai's sons and others.

The reception at central Shimshal where many men, women and children had assembled comprising VO members and their office bearers. The meeting began with singing of a poem on AKRSP by three girls accompanied by a boy playing Rubab and Daf. This was a poem written by a local poet on my first visit of AKRSP. Its words are so good and it was sung so beautifully that I asked Muzaffar to make it AKRSP's anthem. We also met the Mukhi (religious leader) and a local Shimshali Aleem who had the distinction of climbing K-2 three times, not done by anyone else. Meeting him I felt a strange feeling, as if I was meeting the super most human being of the world. Mind boggles even to imagine how much strength this man must have, climbing the second highest peak in the world three time. But he was so humble and ordinary looking no one could have even suspected how great he was.[26]

The Local Council Chairman Shaheen Karim welcomed us followed by Ms Shamshad Begum and Zulfiqar, office bearers of the Shimshal Local Support Organisation (LSO) describing the profile comprising 4 villages with 230 households belonging to 8 VOs and 8 women organisations (WOs) having four million savings. The LSO has facilitated setting up of a National Trust in 1996 and a Health Welfare Trust in 2011.

Besides link road, the LSO got a hydro power station built by government supplying electricity to whole of Shimshal, planted thousands of trees, completed irrigation channels, bridges and initiated training programmes including Yak farming, forged linkages with Aga Khan Education Services, Health Services, government departments, have helped in setting micro hydels, middle schools, pony tracks, development schemes, all boys and girls are in schools besides public private partnership ventures.

Challenges facing the LSO included annual maintenance of the link road and unemployment. They see potential in mining, setting up of green houses, marketing and institutional management.

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25. If Shimshal is End of the World Shimshalis like Mirza are out of this world.
26. It seems like a fairy tale. There are layers and layers of display of invincible human spirit weaved into this story. It is so real and powerful that it seems unreal and dream like.

Sharif Khan advised them that the 25th October celebration of the construction of the link road should also be used to generating funds for maintenance of the road. He shared his 13 months experience with NRSP travelling all over Pakistan.

Muzaffar spoke about leadership of women and how in AKRSP the Regional Manager, the District Programme Officer and Institutional Development, namely *Yasmeen Qalandar, Saima and Naeema present here, are all women. He narrated how his uncle lamented when he told him that most of the AKRSP programmes are now for women. "We men must have committed great sin that God now prefers women".*[27]

Muzaffar also narrated how when he was selected as GM, he was advised to consult Shoaib Sultan Khan (SSK) and seek his advice. When on return to Pakistan, he met SSK, he responded what does he know about the situation in AKRSP area now. SSK offered to let us go to the people and ask them and they will tell us what to do.

Daulat Amin was the first matriculate from Shimshal, now aged 77. He did not accept lucrative offers and returned to his home village to start a school. All current generation graduates from Shimshal are his students including Muzaffar. In November 1983 he met AKRSP Social Organiser Mutahir Shah and Engineer Sher Ghazi in Jubilee Hotel of Gilgit. Besides teaching, as he was also interested in social work, when the AKRSP people invited him to tea, he refused to have their tea instead gave them a dressing down that all development and government agencies only work in Gilgit and Hunza but never in Shimshal. As he got red with anger, they tried to pacify him by insisting on his sitting down and having tea. One day Mutahir and Ghazi in March 1984 accompanied him to Shimshal and when Mutahir Shah had to literally crawl on his knees on the track to Shimshal, he agreed that he would also have been as angry as Daulat Amin was. They helped in formation of the VO and Daulat Amin was elected as President and Farmanullah as Manager. The dialogue for link road was held on 30.5.1985 and the work started on 15.9.1985. He praised the attitude of AKRSP staff compared to departmental staff. Now hundreds of Shimshalis have graduated both as managers and professionals, all taught by Daulat Amin. Many are serving abroad. Daulat Amin changed the destiny of the youth, both men and women, by educating them.

I request the Chief Secretary to recommend Daulat Amin for life time achievement civil award to Government of Pakistan. It reminds me of an incident when Deputy Superintendent of Police Nazrab of Sherqilla came to my office one day and said he had seen His Highness in dream telling him to go to Shoaib Sultan and he will help you. When I asked what help do you want from me. He replied I only came to tell you my dream. A few days later I was going to Phander and Nazrab asked me at Gupis if he could accompany me which he did. On the way I saw a distraught young girl sitting on a rock by the roadside. I stopped and Nazrab got out to enquire the reason for her sitting there all alone. Next I saw Nazrab hurtling down the steep river bank. What had happened was that a family of more than a dozen had gone to the sulphur spring situated in the area and on the way back their jeep swerved, at the point the girl was sitting and fell down the steep bank in to the river. The girl was thrown out on the road. Nazrab's lightening action saved seven lives he retrieved from the river. The rest were found dead because of the fall. I was greatly touched by Nazrab's timely action. Without telling us, he came into action, as soon as, the girl told him what had happened just a few moments before our arrival on the spot. I recommended Nazrab for an award and the Commissioner recommended him for Tamgha-e-Shujaat, which he got.

In my speech, I thanked them and described how people of Gilgit, Baltistan and Chitral have made me world famous by their work. As to the link road which Shimshalis have constructed, it is no less than a wonder of the world. It is not work of humans but of super humans. I was so touched by the love and affection, the people of Shimshal bestowed on me, although I was visiting them after 30 years that I could say no more and overwhelmed by emotions, thanked them and sat down.

27. Hahaha. Yes we have.

Note for Record
(August 15-19, 2018)

By: Shoaib Sultan Khan
August 29, 2018

Subject: AKRSP Revisited

I always love going back to Northern Areas (Gilgit, Baltistan and Chitral) but this time General Manager (GM), Aga Khan Rural Support Programme (AKRSP) Muzafaruddin drew up a programme which included visit to district of Gilgit from which newly carved out districts were of Hunza (including Gojal) and Nagar (including upper and lower areas). Besides, I also met the Chief Minister, Chief Secretary, Secretary Planning and at dinner hosted by AKRSP Ministers Planning, Tourism, Deputy Speaker, Member Legislative Assembly, Men and Women activists and retired staff of AKRSP who had worked with me including awarding meritorious service certificates to four retiring drivers.

On arrival my first meeting was with the Chief Secretary Mr. Babar Hyat Tarar. I was delighted to hear from Babar that he had done three weeks internship at AKRSP along with other DMG officers, during my tenure as GM. He was present in CEOs RSPN/RSPs meeting with PM Abbasi at Islamabad as Secretary to PM. The meeting resulted in BISP giving $ 35 million to NRSP for graduating BISP beneficiaries out of the programme who had been in receipt of BISP monthly quarterly grants over last 5 to 10 years.

Babar Hayat expressed the desire to link up Cooperative Bank with AKRSP fostered Local Support Organization (LSO). Muzaffar brought up the approval of the proposal for financial sustainability of the LSOs along with grassroots Village Organizations (VOs) which is pending for his approval submitted by Planning Department. I explained to the Chief Secretary the unique feature of VOs/LSOs, as institutions of the people, having roots and outreach to each rural household unlike the elected institutions or the administrative departments, who are only representative. The VOs/LSO, complement and supplement the departments by creating an outreach as well as a receiving mechanism for the services and supplies of the departments as well as linkage of Union/Teshsil/District or even legislative council to entire rural households organized as members of VOs/LSOs. The Chief Secretary had not seen the proposal, having recently joined and promised to give his consideration to it. I also requested him, whenever possible, to give some time to visit some of the VOs/LSOs to hear from them what they have achieved and what they are capable of doing.

Next morning in our meeting with Secretary Planning Mr. Babar Aman Babar we apprised him of our meeting with the Chief Secretary and he promised to pursue the proposal with him. He informed how in the last two years he has ensured full utilization of the Federal ADP grant amounting to about Rs 15 billion plus he has also been able to secure some of the CPEC funds. He sought help to manage the onslaught of tourists and his plans to add at least 10,000 guest rooms. I informed him how in late eighties AKRSP launched a home based guest houses programme persuading willing house owners to dedicate one of the rooms as a paying guest room and ensure cleanliness of the room with attached bathroom. It had proved quite popular with foreign tourists. I was confident that local tourists would equally like this. Muzaffar informed that it has been revived, as due to security situation very few foreigners were visiting, but the situation has changed now. He assured the Secretary that AKRSP will help in every way to achieve the target he had in view. We also discussed Akhuwat financing to such willing house owners who needed funds for the purpose.

I met the Chief Minister Hafiz Hafiz Ur Rehman on the last day of my stay in Gilgit as I was in the field and returned late in the evening. He was kind enough to spare time at night. He took pride in explaining how a fortnight before the end of the financial year, when he became Chief Minister, he was shocked to learn that out of Rs 7 billion federal grant, 5 billion was going to lapse. He frantically called the Federal Finance Minister who advised him to transfer the money to NA's Consolidated Account and save it from lapsing, for use in the coming year. To his great discomfiture he found NA had no Consolidated Account, which he got somehow opened with cooperation of AGPR and thus in his first financial year, he had the balance 5 billion of previous year and the 7 billion of current year making it a 12 billion ADP. From then on he had ensured that not a penny of federal grant was lapsed by asking Chief Secretary to hold fortnightly meeting and he himself holds monthly meeting to review utilization of ADP federal grant.

He lamented that the vested interests are not prepared to pay any tax even though many new taxable opportunities are emerging like increased tourism etc. They mobilize agitation against any kind of tax and keep GB totally dependent on federal grants. He spoke about the problem of youth employment. We informed him of the household level survey AKRSP is planning to find out the number of unemployable youth in every household and besides jobs which kind of gainful self-employment were capable of doing with outside support.

On his own he informed us that AKRSP proposal for financial viability of VOs/LSOs was delayed because certain funds to be released by federal Govt., were not released which are likely to be released now and he assured funding of the proposal.

Muzaffar also arranged a dinner at Serena at night to which Deputy Speaker Legislative Assembly Jaffarullah, Minister Planning Iqbal Hassan, Minister Tourism Fidaullah, Member LA Rizwan, an ex AKRSP employee, Noreen also an ex-employee who served as Minister besides Nargis, Parveen, Safdar, Barkat, Sultan Hameed, Twallud Shah and Abdullah Malang, poet and activist who was moving spirit behind the Hanuchal Irrigation Channel, where I used to take all visitors and take the lead in walking ahead on the mountainside along the parapet of the channel which was carved out of rocks bringing hundreds of acres of land under irrigation range. The path was narrow and down below was a steep fall. Reluctantly they used to follow me because I never used to look back. When I took the World Bank Operations Evaluation team on Hanuchal, the team leader Donaldson enquired " Is this your softening up process?". He was so right because this visit used to convince them how difficult and hazardous it was to work in this terrain, which any number of words would not have done.

Another dinner hosted by Muzaffar was at Passu, on the eve of visit to Shimshal where again he had invited not only my colleague Mutabiat Shah but also village activists. I was greatly touched when Saima's grandmother who used to be an active member of Passu WO came to the dinner to meet me. She was hardly able to walk but insisted on meeting me others included Subedar Aziz of Sust where the VO had tunneled an irrigation channel through a mountain much against AKRSP technical advice, because AKRSP Chief Engineer Hussain Wali Khan (HWK) thought it would be beyond the capacity of the VO. They tunneled 200 feet of the mountain on their own 6 feet high 4 feet wide invited me and HWK to visit it. HWK was convinced but a bit skeptical because they were planning to tunnel the mound from both sides and there was danger of both ends not meeting. However, all they wanted from AKRSP was a grant of Rs 300,000 ($12,000) for explosives and some labour charges. It took them 16 months and one late evening I received a call from Sub. Aziz at my PTDC apartment in Gilgit that the ends have met. There was jubilation all over when I invited the FCNA Commander Major General Safdar Ali Khan and Secretary General, Economic Affairs Division Ejaz Naik to inaugurate the channel. It brought about 1000 acres of new land under irrigation range and today is a satellite of Sust village. When His Highness visited the channel tunnel, the villagers requested him to name the new village and he graciously named it Husainabad. Today Husainabad is full of greenery and laden with fruit and forest trees. It has also become the customs gateway for Chinese goods and when Chinese took about 30 acres of this land for their warehouses etc., the VO refused Rs. 18 billion they offered to buy the land instead they wanted a share from the income of the warehouse. Sub. Aziz proudly narrated all this to me.

The Sust Tunnel Channel was funded by Canadian CIDA, hence when elder Trudeau was on a private visit to Hunza staying with the Mir, I thought of inviting him to visit the channel on his way to Kashghar. Unfortunately because of shortage of time, he couldn't do it but while passing by Sust, he saw a foreigner on the road, she turned out to be a Canadian girl and when asked what was she doing there, she spoke about her visit to the channel.

I am also reminded how at breakfast when I saw Trudeau eating Pratha and Omelette by mixing jam, I said normally we don't mix jam. He said but I like it.

The area is now being littered with new hotels and guest houses newly constructed. The dinner was hosted in a hotel called Serai in the shadow of Passu glacier, the only glacier which instead of covered with dark material used to glisten white from a distance when we used to approach Passu.

The third and final dinner was for AKRSP staff to meet me and to honour four of the retiring drivers of AKRSP at PTDC motel, my abode for the last 36 years when I visit AKRSP. AKRSP drivers were a class by themselves. I had the privilege of being driven by six drivers, two of them have sadly passed away and the rest retired except Naib Khan, my last driver who is still in service because the children of other drivers having been educated by their parents in some of the best universities of the countries including LUMS and other professional institutions, Naib Khan's children were still studying and Muzaffar on compassionate grounds continues him in service. Being my last driver, I am most grateful to Muzaffar for this consideration. The four drivers who received their meritorious service certificates spoke proudly of the service they rendered and expressed their gratitude for the treatment they received from AKRSP. But for the dedication and expertise of the drivers, it would have been impossible for the professionals to visit every nook and corner of the area. Not realizing how difficult and treacherous the terrain was on arrival in 1982, since we had only one jeep and the five members of the management group had to accompany me, one of us would take the steering when being short of space. The first time I did it coming down from Karimabad to Aliabad, the road which was not only narrow but as if I was going down on a lift, by the time I reached the flat road, I was sweating and this was the month of December and I never touched the steering again on field visits. This was the job of "precision drivers" that is what our drivers were and during my twelve years, God kept us safe through our drivers.

The helicopter squad was our second source of mobility taking us to places which would take ten hours walking up and down the hill, doing it in no more than fifteen minutes. Their contribution I will never forget although I was a bit embarrassed travelling by helicopter to help poor villagers and in fact there was lot of opposition and talk about this decision of His Highness. Actually the first helicopter arrived, soon after I had taken over as GM AKRSP in December 1982. The helicopter was kept

at Rawalpindi airport by the local AKF officer, as it was thought both by Karachi and Rawalpindi AKF people that this was a waste of Imam's money and it should only be used when there is an emergency situation. In May 1983 His Highness came to Gilgit and enquired why the helicopter was not being used. He said "I know the helicopter is like a bee in my bonnet". It is well known that most of the people around me think it to be wasteful. However, since the helicopter has been purchased and it is here, it will not be taken back unless HH said, he was proved wrong. "If it is not used, I am losing money" whereas everyone in Pakistan was trying to save HH money by not using it. He added he is aware of the terrain how prohibitive it is for travel. He asked who is prepared to use it? Of course, I was very keen to use it. HH ordered the helicopter to be placed at Gilgit and if necessary the army aviation maintenance facilities may be used. On His Highness' return from Gilgit, the helicopter was placed at the disposal of AKRSP. We even printed our logo on it, later when AKF became a bit wiser, they asked us to remove AKRSP logo and replace it with AKF logo. I must have done nearly 3000 hours on the helicopter but for that assistance, AKRSP would not have achieved what it did. How HH was proved right beyond any doubt.

The only time I was surprised when Oxfam representative refused point blank to use the helicopter. Once on HH's visit to London Director Oxfam called on him and as I happened to be in London, I was asked to make a presentation to the Director who said to HH that he had come with the idea to seek assistance from AKF, however listening to what AKRSP is doing, Oxfam would like to collaborate in the programme and offered a grant of GBP 30,000 for a project in the most remote valley of the area. I had no hesitation to agree to this condition, when HH looked at me, because all the valleys were remote. Anyway, we selected a far off valley Ishkoman from Gilgit. The project was irrigation channel at an altitude of 11,000 feet. It would have taken half an hour from Gilgit to land below the site of the channel from Gilgit. We had to undertake a 12 hour round road trip and ten hour walk up and down the hill, besides spending a night out. On return when I asked Nick Gardner the real reason for his refusal to travel by helicopter. He confided that a helicopter pilot is his friend back home who always told him that helicopter is the most dangerous mode of travel. A few years later our helicopter did crash but all of us remained safe. On a visit by Peter Townsend of Princess Margaret fame, who came shepherding a group of Common Wealth students and was known to be a seasoned pilot. On asking him how safe was helicopter, he responded as safe or dangerous as any other mode of travel except a helicopter pilot should never take risk, if he does it once he will do it again and again and come to grief one day. Our first pilot was indeed a dare devil pilot HH replaced the crashed helicopter with two helicopters and a new chief pilot and with God's grace this is 36th year of helicopter operations in the area.

Our final segment of the visit was interaction with VOs/LSOs. Besides Muzaffar, the Regional General Manager Yasmin Qalandar, District Programme Officer Saima and Institutional Development Specialist Naeema and an observer Junaid, son of my friend Dr. Amjad Saqib who has acquired international renown by giving developmental dimension to charity accompanied me. Starting Akhuwat with Rs. 10,000 collection from a mosque, it is billions of rupees programme reaching millions of people. A few days back Amjad rang me up that his son who had just taken his degree from McGill University happened to read my biography by Noel Cossins Man in the Hat and was very keen to spend a couple of days with me in Islamabad. As I was planning to go to AKRSP, I suggested him why not ask Junaid to accompany me on this visit.

Before we set out on our field visit a group of DMG Officers now called Pakistan Administrative Service (PAS) from Pakistan and AJK were on a tour of the area, unlike previously when they used to come for three weeks internship. Muzaffar told me that the group was keen to meet me and they were on their way back after visiting Hunza and Khunjerab pass, a 16,000 feet highest metaled road border of Pakistan-China. They were keen to know how I left CSP (predecessor of DMG/PAS) to do what I was doing. They listened my story with rapt attention for nearly an hour and thereafter we made our way to Danyore in Gilgit district.

The Danyore LSO of women WO, had unfortunately lost one of their main activists, wife of Sher Zaman that morning. So first we went to offer condolences to Sher Zaman's home where a large number of people had assembled. I was greatly touched that despite this tragedy a large number of women members of LSO met us along with the men LSO office bearer Chairman Jan and Secretary Zafar along with a few others Sultan Hamid, Ali Mohammad, Rahmatwali were also present. Iqbal Bano manager of the LSO gave us a briefing. The 181 household member organizations had forged linkages with many organizations like IFAD, JICA, AKDN Agencies, Govt. Departments and members Legislative Assembly. They were expecting IFAD to fulfill their promise of cold storage and asked me to speak to Chief Secretary about it, which I did in my meeting with him. The LSOs greatest achievement was that they were financially viable. They had a saving of Rs 2.1 million and met all their credit requirements from their savings. They even gave Rs. 50,000 to men LSO, for a USAID funded project valued at Rs 20 million and questioned its progress from Men LSO Secretary Zafar who tried to divert attention by mentioning about clean drinking water and sewerage schemes worth millions done by the LSO. The USAID grant has come and the teething troubles in operationalizing the project is underway. Zafar explained that 28 LSOs gave Rs. 50,000 each as their share to access the USAID grant. The WO LSO members claimed that they are no more dependent on men as they used to be previously because of the WO and LSO and their first priority is to educate their children both girls and boys. I applauded their achievements and wished greater continued progress in future.

On Muzaffar's introduction of Junaid from Akhuwat, the women requested that Akhuwat should collaborate with LSO.

Next day we visited Rahimabad LSO at Jutal village, again in Gilgit district. Jutal is part of Rahimabad Union Council with multi sects population and when I held my first dialogue, they desired to have an irrigation channel and assured me that there was enough water in the spring which used to feed the existing village population. Later on, I was distressed to note that once the channel was completed, no water used to flow through it. It turned out that under Land Act, the villagers could claim ownership of the barren land over which they constructed an irrigation channel. They diverted the water through the channel and once got the ownership, established, rediverted it to their old channel because water was enough for it only. I wonder how they duped our engineer. When in the LSO meeting where all the 8 VOs and 5 WOs members greeted us, they informed me that Rs. 150,000 ($6,000) that AKRSP gave them, due to CPEC, was now worth millions of rupees as the land has been marked for development. There was a gender balance in the LSO comprising 7 villages belonging to all the three sects. Rozina Shaheen was the Vice Chairperson. Their savings are over 3.1 million including 1.6 million of women. They have ensured 100% enrolment of children. They were engaged in all kinds of gainful employment, like bee-keeping, apricot dehydration, poultry farming, off season vegetable and flower culture, their gladiolas are likely to be marketed down country. The LSO has linkages with WWF for wildlife preservation, Hashoo Foundation, GIZ, WASIP, UNDP, Pressclub, Northland Foundation, Agrdeptt, Women Education Department, LG&RD Department, Khushhali Bank. On Junaid's introduction, they sought collaboration with Akhuwat. Junaid spoke about his introduction to AKRSP through Man in the Hat and promised to speak to Akhuwat team about collaboration with LSO. The LSO has its future plans chalked out, being scattered area arrangement of transport, conservation of natural resources including snow leopard and markhor and sustainability of LSO. Ex-chairman LSO Akbar Shah thanked us for the visit. I spoke about my experience in India of working with women and now in Sindh entirely with women and was happy to see women coming into the driving seat here. Muzaffar also spoke of the contribution women are making in LSO. Later I mentioned to Muzaffar about their idea of a Regional Support Bank and cautioned him against putting their savings at risk.

From Jutal we headed towards Hunza district reaching Ganesh Union Council, probably the oldest village as name indicates a Hindu god. We were a couple of hours late but the WO members patiently waited for us. I was glad to see Jane Alam, the Chairman of LSO of UC. I can never forget an incident when some of the AKRSP staff revolted against me complaining annual salary increase to be unjust. In protest I told them I was resigning from GM's post and removed the name plate outside my office and asked my Peon Suleman to pack my things. Suddenly while this was going on, Jane Alam appeared with few other villagers. He told the staff members that they were welcome to leave AKRSP but the villagers will not allow GM to leave and put my name plate back on the office door. In my twelve years, this was my only confrontation with the staff and Jane Alam defused it when he heard of it at the training session of the village activists in a separate building.

There were 18 VOs with 782 households as members federated in the LSO. They had forged linkages with government Agriculture, Livestock, Education and Local Government Departments. The Deputy Director Agriculture was also present in the meeting. The Public Works Department had constructed a road and provided water supply at their request. They have also a Youth Organisation as part of Canadian funded Economic Empowerment of Local Youth (EELY) as 70% of the population is under 35 years of age with a large number of educated young boys and girls. According to a recent study, poverty in Hunza is only 2%. Their main problem is unemployment.

I suggested to GM AKRSP to carry out a survey householdwise through VO/LSO to find out how many employable boys and girls are per family excluding those who are studying and a feedback from them about gainful self-employment, as giving paid jobs is not possible. This to me appears to be the main problem of Hunza Valley and AKRSP should focus on it.

The next day on return from Shimshal, we met Passu WO, who previous day had waited for us for couple of hours in their orchard planted on the new land brought under irrigation range by tapping an irrigation channel from Batura glacier, the second largest glacier after the Concordia glacier below K-2. This was also a Canadian funded project whose Ambassador recently visited the orchard and told Muzaffar that he will tell his Ambassador friends in Islamabad to come and visit the WO orchard in Passu. Unfortunately, I couldn't as it was late and they met in the village with VO members also. The Chairman of the LSO Ali Qurban told me that when we were told yesterday after a two hours wait that you will visit tomorrow, nobody said a word in complaint and happily assembled today to welcome you.

When I first came to Passu in 1983, it was a high altitude porters village led by Ghulam Muhammad who had conquered Nanga Parbat. They all looked a class by themselves. In the dialogue they identified a PPI to save their village from river erosion. After the engineering survey when I came for the dialogue to sign terms of partnership with the VO and asked if this project is going to benefit 75% of the households in terms of increasing their income because AKRSP's objective is to double their income in ten years, a heated discussion ensued amongst the present VO members. The majority said it will only benefit a few households which are close to the river bank and suggested bringing a channel from Batura glacier, irrigating hundreds of acres of new land. There was a dissenting note that for last few decades attempts were made by the Mir of Hunza and the villagers to bring water from Passu and Batura as well other sources with little success and getting a channel from Batura which also recedes, it would be waste of effort and money. Anyway the Noes were overwhelmed by those in favour and I had to abort the dialogue and a fresh process was started after a few weeks and the VO with their grit and determination succeeded in carving a

channel out of Batura for which AKRSP gave them an assistance of little over Rs. 300,000 resulting hundreds of acres of land being converted into orchards, forestation and vegetable crops worth millions and millions of rupees.

Today WO/VO members of Passu with great pride told me their achievements. I was happy to see some of the old faces like Hunar Beg, another high altitude climber. I was sorry to hear that Ghulam Muhammad was suffering from acute dementia and not able to move out of his home. Their achievements in every field by both men and women were incredible. Muzaffar gave Princess Zahra's message to women to take the lead now. Amjad Wali who in government is propagating entrepreneurship, gave advice how they can benefit from his programme launched by government. On introduction of Junaid, they all expressed interest in Akhuwat loans scheme. Ashraf Khan gave vote of thanks and in return I apologized for keeping them waiting yesterday and thanked them for their warm welcome today.

Our last day was spent in Nagar district where in 1983 I first came, they expressed lot of skepticism about AKRSP being followers of Imam Khomeni. It was a most conservative and backward area compared to Hunza and Gojal. Now things have dramatically changed. Not only even men even women are in the forefront. At the Broshal Union Council LSO representing 5 villages with 20 VOs and 8 WOs, housed in a rented building accommodating a computer centre, an Early Childhood Development Centre, another Mother and Child Centre, a library and LSO office managed by a dedicated and educated smart youth Muhammad Baqir, who had earlier served in AKRSP but decided to serve his own Union Council. I was happy to meet Haji Ibrahim who was the first in Nagar to welcome AKRSP and organise his VO and was now Chairman of the LSO.

Later we moved to the Mountain Dew Hotel, a brand new multistoried building for the meeting with LSO members both men and women, something unheard of when I was GM. Baqir gave an excellent and detailed powerpoint presentation after Aftab Hussain, Member LSO welcomed us. With LSO support, they achieved setting up of a College for Girls, IT Lab, Rupali Foundation help in gem cutting and polishing, handicraft centre, Youth Development Projects, potato seed distribution, training of girls in carpentry in Hunza, linkages with AKDN organisations in water and sanitation, Education and Health and Focus for disaster management besides many government departments and Red Crescent. Another member of LSO Haji Ali narrated his VO Rattal's achievements.

Rizwan, who served as Social Organiser during my days and was now member Legislative Assembly promised to help LSO and the area in every possible way.

Broshal was the only village in Nagar which His Highness visited and as Geneva had asked for an unusual photograph, I requested HH to sit on VO tractor which was parked near the meeting place. He obliged me asking me how much should I ask as my wages. We got a good picture. The Aga Khan Health Services established a Health Centre and the villagers requested me to ask AKHS not to close the Centre as it is giving them excellent service. I would request Aziz Bolani, Chairman AKRSP Board of Directors to kindly use his good offices, in case there is talk of closing the centre.

From Upper Nagar, we drove down to Lower Nagar Sikandarabad, now headquarters of the district. Here we visited Naunehal Development Organisation (NDO) whose moving spirit was a teacher Muzaffar Hussain, forming the 11 VOs of Sikandarabad to Minapin in an LSO with focus on education besides other developmental projects with linkages with donors like AKHS, AKES, SAP schools of Government, Trust for Voluntary Organisations, Tahrik Jaffaria, EELY, GB RSP, USAID and when ChrisCork, a young journalist cyclist offered his services to Naunehal linking up with Asia Foundation, Ausaid, JICA and others. In both Education and Health sectors, Naunehal's achievements have been amazing. I even brought President Musharraf to visit them who donated Rs. 500,000 to NDO. Muzaffar told me that starting with only 5 primary schools now through NDO's efforts, over 10,000 boys and girls have degrees belonging to the area.

GM AKRSP told me once AKRSP had floated an Ideas competition and a girl from the area won first prize of Rs. 50,000. From that money, spending Rs. 11,000, she got trained as Early Childhood Teacher with rest of the money, revived a defunct government school building in Sikandarabad and imparts education to 50 street children of the area from 3-5 years of age. AKRSP has now sent two of her volunteer girl friends for ECT training to help her manage the school better. It was an amazing example of a girl doing social service.

I am most grateful to GM Muzaffar for organizing an inspirational programme of visit for me and also to all the headquarters and field staff of AKRSP. *It was heartening for me to see RGM, DPO and Institutions Specialist who accompanied me on the field visits, were all women. This is a change which augurs very well for the future of AKRSP.*

Note for Record

By: Shoaib Sultan Khan
April 30, 2019

Subject: <u>Meeting with Chief Minister, Gilgit-Baltistan (GB)</u>

At the LSO Convention organised by AKRSP on April 27, 2019, Hafiz Hafizur Rahman, Chief Minister GB was the Chief Guest. At the end of the inaugural session while leaving the CM asked me how long was I staying and in response I said I am in Gilgit for a couple of days and will come to see him. However, as all the planned engagements including field visits finished by the afternoon of April 28 and the helicopter was leaving thereafter, I thought at least to contact CM's Personal Secretary and convey my apologies for not seeing him. Being Saturday, the PS was not at the residential office of CM and the attendant informed CM that I had come to meet him. The CM, despite my not having made an appointment, came down to see me to my embarrassment but I offered my apologies for the appearance unannounced.

The CM brushed aside my apologies and started talking about the development projects his government had taken in hand or intends to initiate.

Since the Canadian High Commissioner Ms Wendy Gilmour alongwith Development Counsellor Mr. Daniel Joly and Commercial Counsellor Ms Margaux Erika McDonald were also attending the inaugural session of the LSO Convention, the CM asked me for Canadian support for their Fresh Water Supply Project for Danyore and Gilgit. According to him, it was Rs. 7 billion project included in Provincial and Federal PSDP, of which 5 billion was Federal contribution. The GB government with its share set up the Filtration Plant which is now nearing completion, however with the change in government at Federal level, the federal share is not forthcoming which was to be spent on laying the pipelines for supply of water from the Filtration Plant. The CM said the GB government had managed some funds for the pipelines but they are still short of 3 billion and were looking forward to AKDN/AKRSP good offices to facilitate the completion of the project with Canadian assistance.

The CM also mentioned some of his other development projects like Special Persons quota comprising nearly 8500 disabled of which 5000 are educated and for the rest he is proposing setting up an endowment to transfer cash grants of Rs. 2,500 per month.

The CM also mentioned about Health Endowment Fund for terminal disease patients, Disaster Endowment Fund which he had set up three years ago and as no disaster happened, it had become a sizeable amount. He is also planning a Forest Regeneration Endowment and was hoping to get Health and Education endowment funds from donors as given in the province of Punjab by DFID and World Bank. He was hoping that KFW and EU would help as they have as yet not given any funds to GB government.

The CM was a bit cut up with Akhuwat whom GB government gave one billion rupees and everyone gives credit to Akhuwat and not to GB government. Similarly he was not happy with AKRSP as the credit for IFAD project was being given to AKRSP although they were only contractors of GB government implementing one component of the project. However, he clarified that it was not AKRSP management but the lower down staff in the field which is to blame. However, I sensed that in general he was not very happy with AKRSP.

He also expressed his disappointment with Nawab Ali Khan whom he had asked for help in giving their advice about earthquake resistant buildings.

I expressed my dismay at his impression about non-cooperation from AKRSP/AKDN and assured him they would go out of their way to help GB government whatever is possible for them and I am unhappy that he feels otherwise, because AKRSP/AKDN know how important GB government support is to them..

He assured me that he is not at all unhappy with AKRSP/AKDN and the Management is always fully cooperating. It is only lower down staff which have political affiliations.

The CM informed that he has included the Union Council Based Project I had given him in GB ADP to be funded in two yearly instalments but unfortunately the GB 17 billion ADP was reduced by 2 billion and he is fighting with Federal Government for restoration of the amount which PM has promised.

c.c. Mr. Akhtar Iqbal, Chief Executive Officer, AKDN Islamabad
Mr. Muzaffaruddin, General Manager, AKRSP Gilgit

Chapter 11

Mentoring of AKRSP by Akhter Hameed Khan: Twelve Visit Reports

THE AGA KHAN RURAL SUPPORT PROGRAMME

TWELVE REPORTS ON AKRSP

BY

AKHTER HAMEED KHAN



GILGIT, NORTHERN AREAS

List of Notes for Record

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FOREWORD



During the past ten years, the Aga Khan Rural Support Programme has been visited by many scholars, academics, diplomats, donors, senior government officials and consultants. All have made valuable comments and suggestions which have enabled AKRSP to respond effectively and efficiently to the development needs of the rural people of northern Pakistan. AKRSP has been most fortunate that Dr. Akhter Hameed Khan has been a frequent visitor to Gilgit over the past ten years. We are indeed proud of our long association with Dr. Khan, as he is fondly known in northern Pakistan, for he brings with him conceptual clarity and programming pragmatism, based on a life-time commitment and work with the rural communities in South Asia.

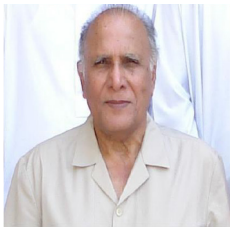
Dr. Khan's first visit to Gilgit was in 1983, just a few months after AKRSP initiated its development work. Since then Dr. Khan has made twelve visits, the last visit being in 1991. On each visit, Dr. Khan has spent significant time talking with villagers, holding dialogues with them, for he strongly believes that development programmes have a great deal to learn from the them. Over the years, the system of dialogues has been internalised by AKRSP. After each and every visit, Dr. Khan has produced a visit report for AKRSP. These reports reflect the dynamics of AKRSP's work in northern Pakistan, and are essentially an introduction to the conceptual and progmatic evolution of AKRSP. Dr. Khan's visit reports form an integral part of AKRSP's training programme, both for its own staff and for the staff of other agencies.

AKRSP is reproducing all of Dr. Khan's visit reports, along with the preface written by Mr. Shoaib Sultan Khan, when the first six reports were published in 1986. The preface speaks volumes for the high esteem in which Dr. Khan is held by AKRSP and the villagers of northern Pakistan.

Gilgit, January 10, 1993

Hussain Wali Khan
General Manager

PREFACE



More than a decade ago I wrote a piece on Akhter Hameed Khan with anguish in my heart. This was the aftermath of the Daudzai days and my inexplicable posting from the Pakistan Academy for Rural Development. Peshawar. Akhter Hameed Khan, who at my request, had accepted an advisorship at the Academy in preference to a professorship at the Michigan State University, left Peshawar dismayed and disheartened, on my posting from the Academy. We kept in touch with little prospect of working together again. He tried to get me back in the main stream of rural development through the academic world but with no success. My frantic attempts to salvage the work I had been doing at the Academy or to get associated with international rural development agencies were thwarted with relentless obstinacy, under the cover of exigencies of services and though I was an officer on Special Duty (doing nothing), my services to government were considered indispensable. II was only after Mr. Ejaz Naik became Cabinet-cum-Establishment Secretary that I was allowed to take up an assignment with the United Nations Centre for Regional Development in Japan and thereafter with UNICEF in Sri Lanka.

Akhter Hameed Khan came to visit me in Sri Lanka and even before he had seen anything of my work in the Mahaweli Project, he suggested that I accept the Aga Khan Foundation's offer to implement a rural development programme in the Northern Areas of Pakistan I had not even heard of the offer, hence I kept quiet. On his return to Pakistan, Akhter Hameed Khan persuaded Agha Hasan Abidi to offer me an assignment at the Orangi Pilot Project. Karachi, but UNICEF's refusal to second my services to BCCI Foundation, did not materialize my dreams of working with Akhter Hameed Khan again. However he had spoken so highly of me to BCCI, that the Foundation expressed an interest in my working with them from their London headquarters after completion of my first year of secondment with the Aga Khan Foundation. But the Aga Khan Rural Support Programme developed and progressed so positively and Mr. Robert Shaw with his peerless charm, determination and skill managed everything in such a way that it made me not only to decline the BCCI offer but in due course even to terminate my secondment from UNICEF. Indeed what really swayed me was the magnificent response of the small farmers of Gilgit district to AKRSP.

Akhter Hameed Khan accepted my invitation to visit Northern Areas and the six reports, which follow the Preface, are a result of his deep and abiding interest in the progress of AKRSP. His visits to Gilgit are to me and to my management and field staff the equivalent of beacon lights for a ship charting course in an unfathomed boundless ocean. His visit and foresight prevents us from falling in the routine: his experience guides us to refine the methodology; his counsel helps us in defining and understanding our role as an NGO and above all his encouragement spurs us on in moments of uncertainty and reassures us about the sense of direction. For he is the greatest rural development expert in the world that I have met so far. Some critics consider him too dogmatic and authoritarian with no flexibility. Others accuse him of demanding a teacher-disciple relationship and there are still others who think he has nothing new to offer.

That he is a teacher, Akhter Hameed Khan will be the first to accept that charge but that he demands everyone to become his disciple and give him total allegiance is far from truth. With his experience and knowledge who would not have an intellectual arrogance. He does not suffer fools, that is true, but he is always open minded and even prepared to accept new ideas and admit mistakes and failures. In fact he is too frank and self critical. In one of his lectures he poses the question if it is really his fault that during the forty years or so he has been able to find only one student? Someone with the ambition of having disciples would certainly have fared much better The fact is he is least demanding He seems to believe in the theory of the "full cup" and gives up rather abruptly if he comes across such personalities. Unfortunately in the modern day world there are too many full cups. Akhter Hameed Khan does not attempt to drain the cups, even partially, to enable them to absorb some of his wisdom. But if he comes across someone who is willing to share and learn from his experience, he lavishes all his charm, kindness and sympathy to help achieve the objective.

That he is not original, Akhter Hameed Khan would be the first to admit and it is on this count he debunks the theory of charisma woven round him. His charisma or originality, he explains, is in his diligent and studious analysis of the rural development models of the world and the distillation of those principles from these experiments, which resulted in success and their consequent application in the field. That I had the opportunity to apply these principles with near uniform results in different regions and countries embracing Pakistan and Sri Lanka, with tremendous geographical distances, vindicates Akhter Hameed Khan's stand. And when I revisited Brahmanbaria ten years after Akhter Hameed Khan had initiated the Comilla approach, the changes were visible on the ground. The whole countryside had been transformed and the Thana Training and Development Centres (TTDC) were pulsating with life and humming with activity and hundreds of villagers thronging these centres not to

present petitions but to acquire human skills from Thana level experts and this was not the story of one TTDC, it was the same at all the nine centres that I visited unannounced in my old sub-division. It was this exposure which reinforced my belief and commitment in the principles of development Akhter Hameed Khan was enunciating. Who is to be blamed if this simple message being preached by him is not understood?

Akhter Hameed Khan is the very epitome of the principle of simple living and high thinking. In his non-rural development garb his humility and generosity as a man is amazing. His rapport with the rustic, the non-genteel, the labour, the lower government functionaries and the like, is inimitable. He is absolutely at ease with them as much as he is uncomfortable with the pseudo intellectuals and experts. He neither knows evil nor can perceive evil and thus in judging people is very gullible. He is often led stray by such unscrupulous persons leaving him hurt and confused. He has no cunning and accepts everything on its face value. Why such an open, forthright, honest and simple person should be misunderstood is something beyond my comprehension.

The Prime Minister in a recent speech at Karachi, recalling his own political career, referred to his visit to Camilla and the wonderful work done by a dedicated person there. Let us hope someday someone will recall that person is still in Pakistan and yearning to benefit his countrymen by his hard-earned experience, in preference to a comfortable and relaxed retirement.

Gilgit, June 20, 1986 Shoaib Sultan Khan

FIRST VISIT TO AKRSP

9TH TO 17TH JUNE - 83

INTRODUCTION

At the invitation of my old friend, Shoaib Sultan Khan, I went to Gilgit, and spent nine days, from 9th June to 17th June, with the Aga Khan Rural Support Programme (AKRSP). I saw a few irrigation projects *and* some examples of land reclamation, I attended only one village meeting. But I talked at great length with the elders in several villages and tried to understand their view of present problems and future developments. I talked similarly with AKRSP workers. Besides I benefitted by listening to the opinions of the commissioner, the development commissioner, and the deputy commissioner, who patiently answered questions and commented on my arguments. Nine days, of course, is too short a period of learning. I wish I could stay for many more days, see many more villages and talk with many more persons. However, I discussed my impressions, imperfect as they were, with SSK and his staff, in several sessions. Our discussions have been recorded. In those sessions I tried to give detailed reasons for my impressions and replied too many questions raised by the staff member. In this note I present merely a brief summary of the main points.

1. AKRSP'S ROLE – A NON-GOVERNMENT ORGANISATION (NGO)

1.1 It is important to define clearly and identify the role of AKRSP. First of all, it must be clearly understood that it is an NGO. It cannot be a substitute for government departments and it should not be a competitive rival.

1.2 *Wherever possible an NGO should concentrate on supplementary activities and seen coordination with government programs and policies*.

2. THE GILGIT SITUATION

2.1 In the Gilgit situation, the Daudzai organisational model. (Training Centre + village groups + two tier cooperative for services and supplies) is inapplicable because:

i) *AKRSP, unlike the Daudzai Training and Development Centre (TDC), is an NGO, with limited resources and no authority.*

ii) *The government has no policy, or capacity to start TDC in Gilgit.*[1]

iii) The long distances and the scattered and isolated villages, make the concept of a TDC frequently visited by group representatives unworkable.

3. A DIFFERENT APPROACH AND MODEL

3.1 AKRSP's main functions should be:

1. Social and economic village organisations (VOs)
2. Liaison between VOs and government and other agencies.
3. Training of VOs managers and other cadres in coordination with other agencies.
4. Opening up of services and supplies lines to VOs again in coordination with other agencies.
5. Selective research to discover more efficient methods, implements or materials.

3.2 AKRSP's administrative structure should be designed to perform these major functions of socio-economic organisation, liaison and coordination, training, improving supplies, and conducting research.

1. This is very profound formulation-Government with authority and NGO with capacity create the interdependence between the NGOs and Government which lays the foundation for a lasting partnership. This understanding creates the context for social transformation at large scale.

4. ADMINISTRATIVE STRUCTURE

Taking full advantage of its flexibility as an NGO, AKRSP should set up autonomous sections, which would manage their fields in a responsible manner, freeing the GM from routine and details, with sufficient time for touring, reviewing, and evaluating. The following sections are suggested each with a responsible manager:

A - General
1. Budget and Accounts
2. Administration
3. Programming & monitoring

B - Special
1. Social Organisation
2. Engineering
3. Training and Supplies

C - Research
1. Marketing research
2. Housing and Implement research

These sections can be set up at once. Later a few more research units to study and evolve efficient models of village plans for:
i) Land reclamation (levelling. terracing etc)
ii) Forestation
iii) Horticulture
iv) Control of cattle disease
v) Control of insect attacks

5. STRUCTURE OF LOWER LEVELS

The structure at headquarters in Gilgit is designed to start, train and support the VOs. In the Gilgit situation the Supporting Centre should be located only in Gilgit, and the VOs should be made as autonomous and self sustained as may be possible. AKRSP should post only social organisers for specified areas. *The SO should have a house but not an office*. He should tour from village to village, making frequent night halts. For training, services and supplies the VOs should be linked with Gilgit not with the SO's office (he should have no office).[2]

6. SHAPE OF VILLAGE ORGANISATIONS

The SO should explain to the villagers the extreme importance and necessity of organisation for improvement of their condition. Organisation is essential for:
a. Irrigation
b. Land development
c. Forestation
d. Horticulture
e. Cattle disease control
f. Pest attack control
g. Credit, fertilizers and other inputs
h. Improved agriculture
i. Poultry farming etc

AKRSP can help the village organisation by arranging, to begin with, the
i) Training of
   a) A manager
   b) Cattle para-medic
   c) Pest control specialist
   d) Poultry farmer

2. This is very intriguing. I have no idea why Akhter Hamid Khan proposed this. Perhaps he did not want an SO to sit in the office like a bureaucrat, expecting people to visit him, and wanted SO to visit people and made the entire field his office. he also wanted SOs to have overnight stay in the village so that instead of a 9-5 job, and after the shop talk SO could gel with the community and develop connection in numerous no-work related ways. It would be interesting to study it in depth.

ii) By providing Kits, implements etc.
iii) By opening up supply lines e.g. credit through Habib Bank, fertilizers and insecticides through other agencies etc.
iv) By arranging the stay of the VOs representatives in a hostel at Gilgit and paying their travelling expenses for journeys undertaken in the interest of the VOs.

7. GROWTH OF LOWER LEVEL STRUCTURE

Each SO should try to establish as many VOs as he can, VOs with the above trained cadres. It is important that the VOs should be sold and should be accepting, the vision off group management, specialized training, self-sustained planning, mutual aid, partnership with Gilgit agencies, gradual progress and development. It is equally important that AKRSP should not become a symbol of lavish outside aid, which would not only be difficult to provide, but would also inhibit the mobilisation of local resources.

After five or six VOs are well established the SO should select one of the energetic managers as an organiser who should be paid a small honorarium for assisting the SO in all the five villages. Thus ultimately an SO may have 20 or 25 villages with 4 or 5 organisers as his assistants. SO should be able to spend one night in each of his villages every month.

8. THE TRAINING AND SUPPLY SECTION

Its role will be vital:

i) It-should run a hostel for village trainees, village visitors, village organisers and SOs.
ii) For training it should utilize the services of experts from other agencies.
iii) With their help it should develop special training courses.
iv) Remuneration should be paid to such experts both for preparing the instruction manuals and for taking classes.
v) It should convene the courses with the help of SOs and convene refresher and follow up courses.
vi) For supply purposes the T&S section should coordinate with the agencies in control of supplies, e.g. banks for credit, depots for fertiliz.er etc.
vii) It should consider the opening of supply lines to the VOs through the trained village cadres, its most important function. Every effort should be made to ensure that stocks are available and are moving smoothly to VOs.
viii) The link between the VOs & the Gilgit centre and supply agencies should be direct, through the VOs managers. SO's should not be involved as intermediaries for supplies.

The cooperation between the T&S section and the SO section at the headquarters should be very close. Monthly meetings of SOs and Organisers should reinforce this cooperation.

9. ENGINEERING SECTION

i) The assistant engineers should be located at the headquarters.
ii) Several survey teams should be formed for deputation to projects. The teams should camp at project sites for the appropriate time. Unnecessary commutation should be avoided.
iii) The Engineering section should offer its services to the district council for preparation of union plans and district plans for the reconstruction and extension of irrigation, flood control, land link roads.
iv) In the next six months the section should prepare five year plans for two or three unions.
These plans should indicate:

a. The existing structures
b. Structures needing repair
c. New structures

for irrigation, flood control and link roads. These plans will serve as models for other unions.

v) The Engineering section should undertake research in respect of village land development, levelling, terracing, bunding, forestation etc in order to suggest improved methods to vas.
vi) Some research should be undertaken in respect of implements & method of earth work and stone breaking. The Chinese have left very good examples which should be widely propagated.
vii) Instead of simply giving lavish cash grants the Engineering section should explore alternatives, like supply of improved implements and teaching improved methods of collection work, both for constructing Kuhls as well as for land reclamation.

viii) The section should also concern itself with research about housing, heating, sanitation etc. It would be convenient, though, to set up a small research unit separately for this purpose. Details of such a research unit were outlined by Prof. Arif Hasan, who accompanied me during the Gilgit visit.

10. RESEARCH UNITS

We recommended that two research units, operating initially on a small scale, and in a small area, be set up:

i) housing and implement, research unit.
ii) A marketing research unit.

A third research unit concerned with village planning requires further investigation and consultation, which may be possible during my next visit.

11. METHOD OF TOURING

In the Gilgit situation, for the sake of effective organisation of the villagers, the old and well tried method of camping and night halts must be followed. Geographically, demographically, or technologically the mountain areas are not yet ready for the fast commuting which is so common and convenient in the plains. All AKRSP jeeps should carry tents (not nylon backpacks) and camping equipments. SOs should move from village to village several days at a stretch forgetting home comforts. Section managers should tour, in the same manner, with the SO, and so should the GM. Real contact with the villagers is not establish in public meetings, which are really darbars in the feudal tradition. Real contact is established in long talks with individuals *and* little informal groups, in friendly conversations in the camp and in the homes. Contact with the workers of one's own organisation is also established in the same informal and friendly manner. The GM must find time for such leisurely tours and such informal contacts in order to acquire real insights.

12. PURPOSE OF THESE RECOMMENDATIONS

My purpose is to indicate a firm foundation for the future work of AKRSP.

This approach, which emphasizes the organisation and training of village cadres and much research, may appear slow, and unspectacular. But its result, if it is successful, will be permanent. And. again provided it is successful, after one or two years, the results would be quite significant. It would not put too much stress on the AKRSP workers and it would not demand extraordinary resources from outside. The development will be gradual. but steady, one stage leading easily to the next.

Of course, a great deal of pragmatic research and reviewing will have to be done constantly. And it would be wise to avoid hasty publicity. Finally, I hope, the coordination and liaison approach will minimize friction and rivalry with the government and other agencies, who naturally consider Gilgit as their territory.

SECOND VISIT TO AKRSP

8TH TO 24TH OCTOBER 1983

1. SECOND VISIT - OUTLINE

I went to four villages - Mohammadabad, Hanuchal, Rahimabad-I and Rahimabad-II with social organiser Ikramullah and engineer Mohammad Saleh, and to three villages - Gulmit, Passu and Misgar with social organiser Motahir Shah and engineer Hazrat Amin. The third social organiser Sartaj, accompanied us in Gulmlt, Passu and Misgar. I had long sessions of questions and answers, both with the villagers and with the social organisers and engineers, which I found very instructive. I tested our conception of village planning and development by explaining its details to village groups in the presence of social organisers and engineers, and watching their responses. These "dialogues" have been taped. At the Gilgit office I had many formal and informal discussions with the GM and members of the management group on the Gilgit rural situation, the appropriate development approach, aspects of AKRS Programme, its components and methods of monitoring them. These discussions too have been recorded on tape. Now I only need to summarise my impressions.

2. RURAL SITUATION IN GILGIT

The following appear to be its main features:

2.1 On the one .hand population has increased rapidly during the last thirty years and is now growing even more rapidly. On the other hand, during this period, the process of reclamation of new land has slowed down. Our enquiries indicated that while many new villages were settled between 1850, there *are* few examples of more recent settlements. As a consequence the holdings have grown smaller, and in many cases are now quite uneconomic. Generally the subsistence agrarian economy has reached the verge of bankruptcy. II is being sustained by wages earned through non-farm activities - the most important source being construction work on roads and buildings by various agencies, followed by service and trade.

2.2 It is interesting to speculate about the causes of the slow down in the reclamation of new land and the establishment of new vii/ages. The reclamation potential has *not* been exhausted. Many resources of water and vast areas of land remain to be utilized. *Perhaps the chief cause of the slow down may be the weakening and final disintegration of the traditional social hierarchy - the feudal system controlled by Mirs and Rajas. Before 1950 this system could, by providing forceful leadership and necessary support, mobilize the over-crowded villages to reclaim new lands. Now there is an institutional vacuum. New institutions are needed which could enable the villagers to tame their hostile environment.*[3]

2.3 Recently roads are bringing the Gilgit district into closer relationship with the economy of the plains, the impact of this relationship can already be felt, and it will become more and more significant. It is more than probable that with the growing integration, the same economic and social trends will become dominant here as already are dominating the southern plains. The old traditional hierarchy will then be replaced by a new hierarchy - contractors, traders, tractor owners, who will also, sooner or later, become large landowners. For the majority subsistence farming will become less and less attractive. They will hope to save themselves through non-farm jobs, and through migration. It will be a lopsided and not a very happy kind of development.

3. FIVE FACTORS FOR EQUITABLE AGRARIAN GROWTH

In contrast to a haphazard and individualistic growth, it is possible to envisage a more systematic and cooperative agrarian development. Its main features would be as follows:

3.1 Institution building, primarily around village organisations, for dual purpose of planning mobilisation of manpower, and cooperative accumulation and control of resources.

3.2 Reconstruction of physical infrastructure

(a) irrigation channels

(b) roads

(c) land reclamation - extension of cultivable areas, gardens, pastures, and forests.

3.3 Increased productivity in grains, fruits, animals and timber.

3.4 Cooperative credit and banking - loans as well as collection of equity capital through savings.

3.5 Cooperative marketing, including cooperative ownership of transport, storage, processing and packaging units.

Each of these factors is essential for rapid and equitable agrarian growth, and they are interlinked with each other.

4. AKRSP AND THE FIVE FACTORS

4.1 A very good beginning has been made by AKRSP. It is fortunate in possessing adequate resources and competent staff. It is also fortunate in being a non-government organisation. As an NGO it is in a position to assist effectively in the development of the above five factors, most of which rightfully belong to the private sector.

4.2 AKRSP's emphasis on formation of village groups recognizes the basic need for institution building. Field experience of the past ten months shows that the villagers themselves are keenly aware of this need. The speed with which the groups have formed, the regularity of their meetings, the quality of their planning, and their acceptance of the concept of cooperative saving and equity capital, is most encouraging. Dropouts have been surprisingly few.

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3. Very interesting observations. While many 'development tourists' and experts keep explaining Pakistan's under performance with reference to existence of feudal system Akhter Hameed Khan explained this under performance with reference to collapse of feudal system in East Pakistan as well as in Northern Areas. It is true about rest of Pakistan now.

4.3 Similarly AKRSP emphasis on the village planning and execution of physical infrastructure - irrigation channels and roads - Is a correct recognition of priorities. Without more irrigation and connecting roads it is futile to expect any improvement in the agrarian economy. Irrigation and roads are the first essential steps for the revival of a stagnant and bankrupt subsistence agriculture.

4.4 It is extremely fortunate that AKRSP can provide the initial capital for the construction of this Infrastructure - PPI or productive physical infrastructure, as they call it. Otherwise the villages, in their present destitute condition, could not undertake this essential task. As in most villages the work is done by the villagers themselves, the wages paid to them serve the purpose of an invigorating transfusion. A substantial portion of the wages is turned into equity capital through weekly savings collected in the group meetings. At present the chief reason for the great popularity of AKRSP is the financing of PPI projects. In the Gilgit rural situation, where the holdings are so small, 2nd the majority of farmers are compulsively searching for non-farm work, the introduction of a paid works programme (PPI), which simultaneously starts the process of agriculture development, is fully justified.

4.5 It is equally fortunate that AKRSP can provide technical guidance to the- village groups for the planning and execution of these projects. Evidently the new water channels and roads cannot be made in the traditional nineteenth century manner, {with markhor (ibex) horns, as the villagers said}. Areas have to be surveyed, levels ascertained, correct alignments to be made, explosives to be used properly. Traditional skills have to be strengthened by modern engineering skills. AKRSP engineers have evolved a remarkable model of popular planning. The speed and economy with which the village groups, guided by the engineers, have completed the PPI projects is unprecedented.

4.6 More attention has now to be paid to the other component of PPI - viz reclamation of new lands. This was one of the main points of discussion with the village groups and social organisers during my visit. I shall elaborate in a subsequent section. (See Section 6 below)

4.7 AKRSP has made a small beginning in respect of the third and fourth factors (increasing productivity. and credit and saving), and another very small beginning in respect of marketing. A great deal *of* R&D (research & *development)* work has to be done, before these supporting programmes become as well established as the first and second (viz village organisation and PPI). I shall summarise the tentative thinking concerning extension, credit and marketing.

5. VILLAGE ORGANISATION AND THEIR PLANS

However let us first discuss village organisations and their plans.

5.1 *Village organisations are the prime movers. They will fill the institutional vacuum created by the decay of the old social order. They will make plans and execute them. They will husband and control human and material resources. They will be the foundation of a new cooperative and equitable social order. The village groups will be continuously assisted by social organisers and technicians*.

5.2 The village plans will be based on the four factors of development:

i) Reconstruction of physical infrastructure - irrigation and land reclamation.

ii) Increase productivity.

iii) Cooperative credit and banking.

iv) Cooperative marketing.

5.3 AKRSP will assist first in making the plans, and subsequently in implementing them. It will promote social organisation, provide various kind of technical guidance and material support. The village organisations will take advantage of whatever facilities may be available from official agencies. but the plans will be designed to make the villages self-reliant, as far as possible. In other words the development will take place mostly in the private sector.

6. PHYSICAL PLANS

6.1 It is possible now to make the physical planning more systematic. In the villages where the groups have established, the social organisers and engineers should promote the concept of long range planning.

6.2 The first step should be to prepare a topographical map of the village, showing the residential area, cultivated plots, orchards, pastures and woods, irrigation channels, foot paths etc. Then the engineer, in consultation with the group, may prepare a development layout indicating the construction of new channels, the extension of cultivated lands, and pastures, and the planting of new orchards and wood lots.

6.3 On the basis of this comprehensive survey and layout the village groups should be assisted to make a long range plan, which could be implemented incrementally, year after year.

6.4 Initially the groups will need capital assistance in the shape of either grants or loans, but in course of lime, if the pace of land development is maintained, the villages will begin to produce a surplus themselves. Thus the present trends, which are making village agriculture stagnant and bankrupt, may be reversed.

6.5 In the development layout, while the principle of family ownership and family cultivation should be scrupulously observed, the group should be advised to introduce full or partial Joint management of certain activities. For instance, there should be a common nursery for fruit and timber trees. The pasture lots should be fenced for rotation. The orchards and woodlots also should be fenced though inside the fence small plots may be allotted to Individual families. Similarly the management of water channels and roads and foot paths must be joint.

6.6 Of course much research is needed to ascertain definitely the methods and contents of village physical plans. But this research will not consist in theoretical speculations. It would be action research in the organised villages, where the social organisers, the engineers and the village groups will learn by doing, each step being tested in practice and leading smoothly to the next step.

7. PLANNING FOR INCREASED PRODUCTIVITY

7.1 Village groups can gradually increase their productivity in respect of cereals, fruits, animals and wood. The first step of course, is the improvement of irrigation, reclamation of more cultivable and pasture lands, the planting of orchards and wood lots. We have discussed it above.

7.2 *The second step is the adoption of improved methods. This can be achieved by training, with the help of AKRSP, of village specialists, chosen by the village group from among themselves. Foremost among the specialists is the manager. Then there is the model farmer. An animal first aider has been added recently, and a plant protection man. More specialists should be trained in future according to the need felt for them.*[4]

7.3 The specialists are not only to be trained: they are also to be ensured of the supplies. For instance AKRSP ensures that the manager can get credit, the animal doctor can get the vaccines and medicines, the plant man can get insecticides etc. This coordination of specialized training and necessary supplies, establishes a healthy and permanent cycle, and ultimately makes the village autonomous.[5]

8. PLANNING FOR CREDIT AND MARKETING

8.1 It must be clearly understood that increased productivity requires, at the initial stage, an Infusion of capital:

i) For the construction of infrastructure - mostly grants.

ii) For the reclamation of land - mostly long term loans.

iii) For larger inputs in agriculture - mostly short term loans. Fortunately AKRSP is in a position to undertake this stupendous task.

8.2 But it can be hoped that, once the process of increased productivity has been set in motion, AKRSP's promotion of the virtuous circle of saving - Investment - more saving, will gradually bear fruit in the shape of accumulation of more and more equity capital from increased incomes.

8.3 Increased productivity also requires easy marketing of surplus produce. Small producers must achieve the economy of scale by cooperative collection and sale. Village groups would further need support from a central organisation which could link them with metropolitan mundies. The cooperative ownership of transport (chiefly tractors) may prove to be the key for collective marketing in remove villages.

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4. Village specialists, para professionals or barefoot doctors are an important tier of professionals, serving as anchors of sustainable development. They are an important part of the evolving social infrastructure without which infrastructure development and improvement in productivity cannot be carried out effectively.

5. It is very interesting to notice here Dr. Khan's idea of an autonomous village. We must recall that subsistence economy of Indian village met the needs of villagers so well that the British called Indian villages 'The Village Republic". With the advent of commercialization of land and agricultural economy under the British, a class of landless tillers and sharecroppers emerged and disintegration of the village republic started. Gandhi called for returning to the golden age of subsistence economy and picked spinning wheel and goat as his symbol of returning the pristine village life back to the rural communities. it was not meant to be more than a dream. Akhter Hameed Khan, with his pragmatic sociological method created the foundation of an autonomous village by integrating it with the market and reproducing autonomy at a higher level of development in an inclusive manner. In this respect he was ahead both of the British and Gandhi. No wonder Professor Yunus called him a man far ahead of his time.

9. AKRSP'S ROLE AND STRUCTURE

9.1 Having considered the five factors of development and their incorporation in village plans, let us now examine the role of AKRSP. This role is crucial. And it is two fold - to promote and to support. Without sustained promotional efforts, and without sustained adequate support, the villages will not be able to make much progress.

9.2 In its first year AKRSP has successfully established three promotional and supportive sections:

i) Social organisation units

ii) Physical engineering section

iii) Extension training and supplies section.

9.3 Now it should establish on a firm and systematic basis the remaining two sections, viz

iv) Credit and banking

v) Marketing and processing.

Thus it would be possible to promote and support, fully and comprehensively, the village development plans, prepared by the village groups. And AKRSP itself would be able to prepare long or short term plans, indicating targets to be achieved, and expenditures to be incurred.

10. FOURTH FACTOR: CREDIT AND BANKING

10.1 In its first year AKRSP has promoted weekly savings (or collection of equity capital) by village groups and also advanced crop loans to some of the groups. Accumulated savings have exceeded 25% of the loans advanced. And the savings are increasing steadily, specially in the villages where PPI projects are in progress.

10.2 As yet AKRSP has obtained the loan money from Habib Bank, against a hundred percent guarantee, and the groups have not been registered as cooperative societies. Considering the performance of the groups in respect of savings and repayment of loans, and considering their requirements of capital for investment in land reclamation. ownership of transport for marketing, and purchase of agricultural inputs, AKRSP should now proceed to formalise the credit and banking arrangements, and sponsor a central bank.

10.3 The village groups will then turn into primary societies, serving as village banks for the members - receiving deposits and shares, and advancing short and long term loans. The primary societies will be affiliated to the central bank, where their savings will be deposited and from whence they would borrow all kinds of loans.

10.4 The two tier banking system will serve as the backbone of development plans. With two hundred active villages, owning thousands of acres of crop land, orchards, pastures and forests, and marketing a growing surplus of farm and forest products, the central bank would soon become a powerful institution

10.5 In a few years it should become not only self-supporting (as its annual transactions would exceed crores of rupees), it should also be able to finance out of its profits the promotional, extension and research activities at present undertaken by AKRSP.

10.6 How much seed capital would be required by the central bank, what should be its mode of operation, how the promotional and training programmes should be designed - these and other questions need to be discussed in detail. I may be able to give some useful advice in the light of my experience of organising a two tier rural cooperative system in Comilla.

11. FIFTH FACTOR: COOPERATIVE MARKETING

11.1 The Importance of linking the developing villages 10 the main markets cannot be over emphasized. The change from an isolated and moribund subsistence agriculture cannot take place without readily available opportunities for the profitable sale of *whatever* surplus is produced in the villages.

11.2 A very useful study has been made by Tayyab Ahsan of the present state of marketing in some remote villages. He has also studied the wholesale fruit market in Gilgit town. For four days we contacted the wholesale markets in Rawalpindi and Tayyab is going to contact the merchants in Peshawar and Lahore. What the merchants said was extremely encouraging.

11.3 AKRSP should now proceed to set up a marketing section. It should be given a revolving fund and a transport. Tayyab should recruit an assistant from among the fruit merchants of Gilgit town. A storage godown should be hired.

11.4 The marketing section will sent samples of produce to Pindi, Peshawar and Lahore and secure orders. The packaging should be done in accordance With the advice of Peshawar and Lahore merchants. Where necessary processing should be improved by research.

11.5 Stable village groups should be informed of the new marketing arrangements through the social organisers, and some capable village managers should be called for a two days training conference. From the very beginning there should be full participation by the groups and their managers.

11.6 Initially, a village group may be paid in cash when they bring their produce. But gradually the full cooperative principle of profit and loss sharing, and delayed payment should be introduced.

11.7 As this is a pioneering venture the most meticulous records should be kept - financial and sociological, and carefully documented quarterly reports should be published - in English and Urdu.

11.8 Like the central bank, the marketing corporation may soon become self-supporting. Like the central bank it too should spend substantial portion of its profits on research on packaging, processing, and storage.

12. MONITORING AND EVALUATION

12.1 I discussed in detail with the managing group, and specially with Tariq Hussain, the method of maintaining and evaluating the progress of each of the five factors, both at the village and the central level.

12.2 For instance the vitality of village organisations can be measured by their records of:

a) Regularity of meetings
b) Number of members
c) Percentage of attendance in meetings
d) Savings
e) Utilization of loans
f) Repayment of loans
g) Physical planning
h) Increased productivity
i) Marketing etc.

12.3 Physical planning can be measured in terms of:

a) Dimensions of work
b) Additional cusecs of water
c) New land reclaimed
d) New layouts etc.

12.4 Increased productivity can be measured in terms of:

a) New crop lands, orchards, pastures and wood lands.
b) Additional produce - crops, fruits, animals and woods.
c) Higher yields, ascertained by seasonal crop-cutting surveys.
d) Short term and long term investment etc.

12.5 Credit and banking:

a) Accumulation of equity capital.
b) Utilisation of loans.
c) Repayment records.
d) Short term and long term investment etc.

12.6 Marketing

a) Collection of marketable surplus - each season.
b) Sales.
c) Profit or loss accounts.

d) Ownership of transport.

e) Link with Gilgit or other markets etc.

13. OTHER MINOR SUGGESTIONS

13.1 A quarterly magazine in Urdu should be published for circulation to the village groups.

13.2 It should contain instructions as well as histories of good and bad work, and profiles of good workers.

13.3 At least two or more case histories should be carefully compiled for record as well as publication in each quarter.

13.4 Similarly every quarter the profiles of good workers should be compiled.

13.5 Quarterly conferences of good workers should be called to establish close contact.

13.6 Every section - social organisation, engineering, extension, credit, and marketing, should arrange training classes for their village workers, and keep upto date records of best workers.

13.7 Good workers and good groups should be given public recognition in annual functions.

THIRD VISIT TO AKRSP

17th to 30th April 1984

1. FIVE FACTORS FOR EQUITABLE AGRARIAN GROWTH

Six months ago, in my second visit report. I had analysed the Gilgit rural situation, and pointed out five factors for rapid and equitable agrarian growth, I had written:

In contrast to haphazard and individualistic growth, it is possible to envisage a more systematic and cooperative agrarian development. Its main features would be as follows:

i) Institution building, primarily around village organisations, for the dual purposes of planning and mobilization of manpower, and cooperative accumulation and control of resources.

ii) Reconstruction of physical infrastructure:

a. Irrigation channels

b. Link roads

c. Land reclamation - extension of cultivable areas, pastures, orchards and forests.

iii) Increased productivity in grains, fruits, animals and timber.

iv) Cooperative credit and banking - loans as well as collection of equity capital through savings.

v) Cooperative marketing, including cooperative ownership of transport, storage, processing and packing units.

Each of these factors is essential for rapid and equitable agrarian growth and they are interlinked with each other.
I had also defined the role of AKRSP in promoting the five factors and the role of village organisations in implementing them.

2. PROGRESS IN THE LAST SIX MONTHS

Considerable progress has been made in the last six months:

A. AKRSP's basic approach or system of work is now quite clear. It is a Research and Development (R&D) effort.

B. Looked at from another angle it is an attempt to build models of the live factors the chief indicator of viability is practice and acceptance in the village

Here is the schematic form of the Research, Extension and Supervision approach'

A. A problem is analysed collaboratively by a team consisting of experts, social organizers and village leaders.

B. Based on this research a package of advice is prepared.

C. It is presented or "extended" to the village organisations (VOs).

D. If they are willing to participate they are given technical and material assistance.

E. The guidance is continued through training of VO representatives, (managers and specialists), frequent visits by social organizers, and regular meetings of VOs.

F. Contact is maintained with the AKRSP Central office for institutional support and supplies.

3. SUCCESSFUL MODEL 1: Village Organisation

The following models have already been built and are spectacularly popular:

i). Village Organisation:

a) Meetings are regularly held.

b) Good managers and chairmen have been elected.

c) Savings are regularly collected from members.

d) Excellent infrastructure construction projects have been prepared and in many cases already completed.

e) The practice of community discussion and action is beginning to prevail.

f) If can now be hoped that the concept of village plans will gradually gain acceptance.

4. SUCCESSFUL MODEL 2: PPI Projects

The Second Model which is even more spectacularly popular is PPI (Productive Physical Infrastructure) Projects:

i) Numerous Kuhls (irrigation channels across the rocks) have been constructed, are under construction, or under planning.

ii) And link roads.

iii) Sedimentation tanks, and

iv) Protective spurs.

The innovative aspects of this model are:

i) It is a joint effort by the Village Organization, AKRSP's engineering experts, and AKRSP's Social Organisers.

ii) *Expert guidance has ensured that the projects are technically sound.*

iii) *Popular participation has reduced the cost and speeded up the construction.*

iv) *Village Organisations have assumed the burden and responsibility of maintenance*.

v) The VOs have also assumed the responsibility of management, settlement of dispute, and realization of maintenance costs.

vi) The presence of an effective organization further ensures that the subsequent steps for land reclamation may also be organised cooperatively.

5. INCOMPLETE MODEL: Land Reclamation

Cooperative land reclamation has not yet been developed as fully as models of VO and PPI. But I saw some very hopeful signs:

i) In Passu, for example, I saw the first model of cooperative land reclamation after the cooperative completion of a Kuhl bringing rich water from a glacier. The Passu VOs have collaborated with AKRSP experts in preparing a land development plan for the entire village. They are now proceeding to plant orchards and develop pasture lands on a cooperative basis.

ii) Cooperative action reduces the cost of development as well as the lime. Last time I thought that the cost and time will be very high. But alter looking at Passu I think that the cost is quite affordable, and the benefits can become available very quickly.

iii) Another surprise for me in Passu was that after the arrival of water from the new Kuhls, the reclamation of new land for pasture can be done cheaply and quickly if cooperatively managed by VOs.

iv) Similarly in Chapurson valley I found that after the arrival of water from the new Kuhls, the reclamation of new land for pasture can be done cheaply and quickly if cooperatively managed by VOs.

v) It appears that the reclamation plans will have to be designed in accordance with the special requirements of each village. Thus at the higher attitudes of Chapurson or Misgar the emphasis would be on pasture and animal husbandry in contrast to a more proportionate mix of crop land, forest and orchards in Hanuchal.

vi) A very good beginning has been made by AKRSP's engineering section with the preparation of six or seven village layouts. These will provide the basis for a good package of advice.

vii) As in the case of PPI projects the land reclamation research and extension should be a closely coordinated effort by VO's and AKRSP technical experts and Social organisers.

6. INCOMPLETE MODEL: Increased Productivity

AKASP research and extension package for increased productivity is as yet very weak, compared with the models of VO and PPI. There are many reasons for this weakness. Efforts should be made to collect good advice from:

i) Departmental experts.

ii) From examples of good development in other countries with similar ecology, e.g. the Kulu Valley in India.

iii) From the case studies of pioneer farmers and villages in Gilgit district itself.

But for the time being the "package" should emphasize the prevention of losses by pest attacks, diseases etc. (animals and plants). The major Increase in productivity, of course, will come through increased supply of controlled water and the reclamation of more land for crops, gardens, forests and pastures.

7. THE MODEL OF CREDIT AND BANKING

The model of credit and banking by VO's though still in an elementary stage, is developing with remarkable speed.

i) The most hopeful feature is the acceptance of the concept of cooperative saving and equity capital. I was amazed to learn that at the end of March the VO's savings in deposit with the Habib Bank amounted to Rupees seventeen lakhs. And they are growing rapidly.

ii) The procedure for short term crop loans has been well worked out, both the issue and repayment.

iii) It is now necessary to work out the procedures for long term loans for land development, purchase of tractors, etc.

iv) Similarly procedure have to be worked out for the utilisation of VOs own equity capital.

v) A cautions approach would be advisable. Research should be done carefully with a few organisations by the team consisting of an AKRSP expert, Social Organizer and the VO till a viable model emerges which could be multiplied.

vi) Good models will emerge in the best VOs. Therefore the importance of careful documentation should be realized.

8. THE FIFTH MODEL: Cooperative Marketing

The fifth model, i.e. cooperative marketing is also in a nascent stage. Experimental efforts in Barkulti have shown good results, but several more villages must be organized, at least one village in each Social Organiser's area:

i) More market research has to be done for various kinds of products.

ii) The marketing of animals and animal products may prove as important as the marketing of fruits.

iii) Improved methods of processing and packaging must be discovered and taught to the marketing villages.

iv) In these villages "specialists" must be trained. The specialization will consist of (a) learning enterprising skills, (b) collecting market information, (c) learning improved processing and packaging.

v) Social organisers should select these marketing specialists as soon as possible so that they may begin this training

vi) The training will not be of a "class room" type. It would consist of visits to the markets and to improved processing centres. Except in the very beginning, it should not be necessary for the Social Organizers to accompany the trainees, who should learn autonomously.

vii) Training of marketing specialists will be highly individualised. Thus the Chapurson specialists will concentrate on processing of milk products, tanning animal feed etc. while the Barkulti specialists are learning about processing of apricots. or picking and packing of apples.

viii) Social organiser and VQ's marketing specialists will play a key role in marketing research and extension. They should be considered as equal members of the team led by the central office marketing expert.

ix) If possible, (it is a big if) the manager of the VO should be made the marketing specialists. That would provide a source of adequate compensation for him. The question of incentive and compensation for heavily burdened managers would soon arise, if it has not already arisen.

9. DEVELOPMENT OF SPECIAL MODELS

To sum up and repeat:

i) Model of VQ is now well developed and can be easily duplicated.

ii) Model of 4 kinds of PPI is equally developed and duplicable.

iii) Model of saving and short term loans is half developed, and although even in its present form it is duplicable, it needs more research and experimentation with regards to long term loans and uses of equity capital. Banking procedures and institutional structures remain to be worked out.

iv) Models of land reclamation are in a very early stage.

v) Model of increased productivity has not yet emerged.

vi) Model of cooperative marketing is also in a very early stage.

In the next six months, concentrated efforts should be made to develop special models of;

i) Cooperative land reclamation,

ii) And cooperative marketing.

It must be tedious and slow to evolve viable models. But as soon as viable models have emerged in a few villages, their duplication would be neither tedious nor slow.

10. STRATEGY OF CONSOLIDATION

This brings us to the strategy of consolidation. The first phase of AKRSP has been spectacular, even heroic as Prof. Guy Hunter called it. But it was primarily the phase of "propagation, of diagnostic dialogues". The second phase is now beginning. It is primarily the phase of consolidation, New and unknown models have to be evolved. Solutions must be found for nagging problems. Research and extension must be streamlined. Managers and specialists have to be trained. Incentives have to be built in cooperative endeavours have to be promoted. It is a long list. But to neglect consolidation, while proceeding heroically with propagation, will be like building on sand not on rocks.

11. APPOINTMENT OF CONSULTANTS

For streamlining field research and extension in:

a) Forestry and pasture.

b) Horticulture.

c) Animal Husbandry and dairying.

I would suggest that contact should be established with the Forest Institute in Peshawar, the Tornab farm in Peshawar, and Faisalabad Agricultural University, to persuade some bright going professors to get involved in;

a) Preparing "packages" of advice.

b) Supervising extension in a few selected VO's.

c) Training village specialists.

d) Setting up small pilot projects, e.g. a small cheese making plant in Chapurson, or a small apricot processing unit in Barkulti.

These consultants could visit Gilgit at quarterly intervals and generally keep in touch through progress reports.

12. IMPROVING EXTENSION METHODS

The strategy of consolidation demands the improvement of not only research but also of extension. Full advantage should be taken of the fact that most of the managers and chairmen of VOs are literate. Leaflets should be written and distributed widely. SO's should always have a package of leaflets with them. A quarterly magazine should also be widely distributed. Tapes of successful managers and specialists should be played to VO's meetings. Conferences of activists should be held frequently. And the best of them should sometimes tour with the Social Organisers.

13. CASE STUDIES AND PROFILES

At this stage the publicizing of good work by VO's and the development of special models may prove to be the most effective extension method. Similarly intimate knowledge of the background of good activists may prove most helpful. Case histories and profiles may provide better sociological insights than figures and tables (which of course have an importance of their own in clarifying trends).

14. MONITORING

I *pointed* out in the PPM that AKRSP has three audiences:

a) The villagers.

b) AKRSP Directors and management.

c) International and National observers.

AKRSP has done excellent monitoring and reporting for the second and third audience. But the reporting to the first and foremost audience now needs elaboration and improvement. The first steps in this direction are:

a) Preparation of numerous instruction leaflets.

b) Dissemination of case histories and profiles.

c) Publication of a quarterly magazine.

15. DOCUMENTATION

I also pointed out that novel sociological and economic incidents are now happening in many villages of Gilgit. As yet these incidents are too nebulous and uncertain to be the subject of academic analysis. The stage of analysis has not yet arrived. This is the stage of observation and documentation. To use a fanciful analogy it is the stage of collection of specimens, which would later be classified. If the programme economists of social scientists, could spare the time they would find excellent social and economic specimens emerging in, e.g. Chapurson, Misgar, Passu, Hanuchal or Shamayal, to name only a few.

This specimen collection, or observation and documentation, will of course be in addition to the more systematic monitoring which is already being done for the progress reports.

FOURTH VISIT TO AKRSP

16th to 24th September 1984

SECTION 1 - PROGRESS AND ISSUES

1. Short Visit

My fourth visit to AKRSP was rather short. I was detained in Peshawar for an aimless seminar. During my short stay in Gilgit I could attend only two village meetings. However, the eight days were fully utilized for long discussions with the GM. the management group, the social organisers and the engineers. I also participated in a conference of the chairmen and managers of 40 VOs. Besides I had the opportunity to listen to the opinions of some high officials about the role of AKRSP. I wish my stay were longer, so that I could tour with the Social Organisers, and exchange views with some of the exceptionally advanced VOs.

2. Progress Summarized

I am writing this report as a continuation of my previous report. I think much progress has been made in the intervening six months, which can be summarized as follows:

i) VO's have shown growing vitality. No doubt there are some delinquents, but their number is small. The majority have accepted the principles of participatory planning, land development, increased productivity, accumulation of equity capital, and co-operative marketing.

ii) Numerous PPI projects have been successfully completed. The demand for them is great. Evidently they have created a new faith in the future of agrarian economy

iii) Many VOs now have one member trained as a plant protection specialist and another as an animal para-medic. Members have been persuaded to pay the cost of pesticides and medicines and fees for services. Besides the managers are themselves acquiring valuable skills. These are definite advances towards autonomy and self-reliance.

iv) *Savings are growing at an amazing rate. There are very few withdrawals by individuals, which indicates that savings are being treated as equity capital. The volume of loans has also grown. Surprisingly it is still less than the total savings, an unprecedented phenomenon in a rural area.*

v) After watching the first pioneering efforts of collection and export of village fruits to the Pindi market, many VOs are eager to engage in cooperative marketing

It is not an exaggeration to say that both at the conceptual and the practical level AKRSP is quite strong.

3. Two Important Issues

AKRSP's spectacular progress in a short period has raised two important issues:

i) The issue of expansion.

ii) The issue of its future institutional shape.

Both issues require careful deliberation.

4. The Question of Expansion

It is natural that when one area receives the extraordinary benefits of AKRSP, the adjoining areas should clamour for the same. Recently popular clamour is being reinforced by a demand from the officials that AKRSP must take over other regions. There is also some talk about AKRSP becoming the general model for development.

5. Five Facts about Expansion

I would like to point out the following facts:

i) On account of the nature of its design, AKRSP can be duplicated, but its area of operation cannot be extended indefinitely. Hence if it is desired to have AKRSP projects in other districts, each district should have the same central set-up as in Gilgit. Every district project must be autonomous. It will be impossible to organise, train, supervise, and supply VO's of other districts from Gilgit. Each district project must have its own supporting institutions: engineering, training, banking, marketing and monitoring. Extending these services from Gilgit to other districts will prove ineffectual. It would also weaken the program in Gilgit.

ii) Plans for new districts should be made separately, and resources obtained separately. There should be no mix-up with Gilgit plans, and no transfer of resources. The enormous proportions of the demands from other district may jeopardize development in Gilgit itself.

iii) It must be clearly understood that AKRSP, as a private company, can restrict its operation, unlike the Government, to a selected region. In fact a private organisation must be selective because it does not possess the resources available to the Government.

iv) It must also be clearly understood that AKRSP is concentrating on activities which belong primarily to the private sector:

   a) Village organisation

   b) Land development

   c) Increased productivity

d) Credit and banking

e) Marketing

While there is no conflict with the work of Government departments, nevertheless these activities thrive better under autonomous institutions, than under bureaucratic control.

v) In other words*, the AKRSP model is relevant for the private sector. If the Government wants intensive development they should rehabilitate the IRDP, which was designed as a decentralised government program, and has all the components to achieve rapid development of a small region - a thana, tehsil or subdivision*:

a. A markaz, with a representative officer from each department. and a co-ordinating development officer.

b. A local council and a rural works program.

c. A central co-operative association and bank and a credit and marketing program.

d. Primary co-operatives in every village.

e. Regular training classes for managers, model farmers, teachers. Imams, midwives etc.

The Government has the resources for starting an IRDP in every tehsil. But if it is short of funds it can find many foreign donors. AKRSP cannot become the surrogate of the Government.

SECTION 2 - FUTURE INSTITUTIONAL SHARE

1. The long Term View

While I would warn against expansion, I emphasize the need for consolidation. A short term view concerns the proper orientation of present activities. The long term view concerns the future shape of AKRSP and the type of institutions it should sponsor, I discussed the first aspect in great detail with the GM and his management group. Its salient points are given in section 3 of this report. Here let me outline the long term view. After two years the time has arrived to ask this question: What kind of institutions should be established by AKRSP to ensure the stability and continuity of the village development process it has started with such huge investments?

2. A Few Facts

Again I would like to point out a few facts:

i) Systematic village development rarely takes place without outside institutional support. During the last two years AKRSP has become the central supporting institution for Gilgit villages. Essentially we see a two tier system in operation.

ii) A close scrutiny reveals that AKRSP's central organisation is performing, although in an elementary and incipient manner, the functions of the following institutions:

a) A land development corporation.

(surveys, designs. plans, technical guidance. supervisory services, supply of materials, etc.).

b) An agricultural development corporation.

(extension. training, supply of seeds, fertilizers, pesticides, veterinary medicines, etc.).

c) A central bank.

(organising groups. collecting deposits. distributing and realizing loans, auditing accounts, training managers, etc.).

d) A marketing corporation.

(market research. contacting wholesalers, training managers, collecting and marketing produce. processing research and training. etc.).

iii) Without AKRSP's fourfold institutional support the Gilgit villages would have remained immobilised. And any sudden withdrawal of support would again immobilize them.

3. Permanent Institutional Basis

How can the fourfold support be placed on a permanent basis? The analysis given above points out the direction.

i) Let the Central Bank become the institutional core, and the VO's affiliated to the Central Bank.

ii) The Bank will receive savings and equity capital from the YO's and give them all kinds of loans.

iii) The Marketing Corporation will either be autonomous or an affiliate of the Central Bank. It will take over the functions of supplying agricultural or land development inputs, besides the processing, stocking and marketing of the products of VO's.

iv) Engineering and agricultural extension will become two important wings of the Central Bank.

v) While the Central Bank and the Marketing Corporation may soon become quite profitable, the Engineering and Agricultural Extension wings will require subsidization, which may be provided both from the profits of banking and marketing and from donations.

4. Detailed Discussions

The future institutional shape requires much detailed discussions. However the successful examples of the Co-operative Banks and Housing Societies of the Ismaili community in Karachi should serve as good models. Besides veterans of co-operative organisation, like Mr. Ramzan Merchant, are available for guidance. With slight modifications the well tested urban models can be transferred to Gilgit. If necessary I am willing to discuss further details with Mr Merchant

SECTION 3 - SHORT TERM CONSOLIDATION: SALIENT POINTS

1. Village Plans and Land Development

A new dimension should be added to the Engineering Section. Until now, the Engineering Section has concentrated on Irrigation channels, link roads, protective bunds etc. It has also assisted in the formulation of village plans. However, in order to prepare good plans engineers should be joined by forest, pasture and horticulture experts. In Gilgit the scope for woodland, pasture and orchards is far greater than the scope for cultivable cropland. Moreover the cost of reclaiming cultivable land is prohibitive, while the cost of developing forests, pastures and orchards is quite low. If good models of low cost development are presented to the VO's, I am sure they would accept the vision of making long term village plans for the production of large quantities of timber, animals and fruits. In fact this vision is already being practiced in a few villages like Oshkhandass. If it becomes common large quantities of timber, animals, and fruits will be produced in every Gilgit village, yielding large cash incomes. This is how the Gilgit villages will benefit from their geographical environment. Their land is not suitable for commercial production of grains, like the lands of Sind and the Punjab.

2. Social Forestry and the World Food Program

If forestry and pasture experts join hands with the engineers, they should prepare plans for as many VO's as possible. The World Food Program has generously helped social forestation projects in India and Pakistan. The team should write a proposal to WFP to assist a ten year project in Gilgit. On account of the presence of active Village Organisations, AKRSP's engineering section, Social Organisers, credit and marketing sections, a social forestry project will achieve better results in Gilgit than anywhere else.

3. Revolving Fund for Loans

The solvency of Gilgit's agrarian economy will depend on the VO's land development plans. The first step, as indicated above. is to demonstrate low cost high benefit models. The second step is to give support and guidance. I was pleased when I heard the GM telling the VO's that, having received one PPI grant they should not accept more grants and gifts. On the other hand, they should finance their future development through loans and through their own equity capital. That is sound advice, and I felt that the VOs were willing to accept it. Therefore arrangements should be made for long term land development loans. With the consent of donors a revolving loan fund should be earmarked.

4. AKRSP Credit and Banking Operation

The present arrangement is far from satisfactory. In the first place it only caters for short term loans. Secondly, while AKRSP carries the entire burden of organising VO·s. promoting savings, and distributing and collecting loans, a commercial bank takes all the profits. In August it held 31 lakhs in deposit from the VO's, and had loaned 28 lakhs against a 100% guarantee from AKRSP.

In another year the volume of deposits and loans may exceed ten million rupees. *AKRSP should institutionalise what it is already doing informally i.e. legalize the credit and banking functions and capture the profits, Instead of handing them over medium, and long term loans, for land development, marketing, stocking, processing, transport etc., village managers and accountants will be remunerated from the profits. They need incentives for remaining loyal to the VOs.*[6]

5. Marketing Section

While the engineering section requires an additional dimension, and the credit section requires formalization, the marketing section requires total reconstruction.

A few lessons have been learnt from the experimental efforts:

i) Collective marketing is readily accepted by VOs.

ii) There is great scope for export of fruits and nuts to the Punjab markets.

iii) But a strong central organisation must be set up to:

   a. conduct market research, and processing and packaging research;

   b. train village managers and advise VO's;

   c. deal with Punjab wholesalers.

iv) Separate marketing trips by individual VOs have yielded very uneven results.

The potential of marketing of VOs produce is immense. After land development and increased productivity have been linked with credit and marketing, a well managed marketing corporation will have a turnover of millions of rupees, exporting the multiple produce - timber, fruits, animal products - of 250 VOs.

6. Monitoring and Evaluation Section (MER)

Finally I offered a few simple suggestions to MER:

i) SO's diaries. I am deeply impressed by the accurate and impartial reporting in the SO's diaries. It is a great advantage that they are not, as yet, impelled by fear or favour, and therefore neither are their reporting profiles, pictures of progress and set-backs, examples of consensus and disputes, enterprise and inertia, loyalty and dishonesty. I suggested that MER should carefully study and analyse the diaries, and present a categorized summary as an agenda for the monthly conference.

ii) The diaries provide valuable sociological data for quarterly progress reports: data about attitudes and opinions, trends, pioneers and laggards, exceptional leaders etc. Statistical data should be collected from the sections, not from the SO's diaries. Statistical tables should be compiled from the records in the central office of PPI projects, savings, loans, training, marketing etc.

iii) SOs are mobilisers and independent observers, they should not be considered as statistical investigators.

iv) However, from the diaries MER may select suitable subjects for further investigation, either through SOs or independently.

v) MER should keep in mind both its practical orientation and its academic limitations. It should realize that it does not possess the capacity for prolonged theoretical and intensive research.

vi) For research of a high academic standard MER should obtain the collaboration of established research institutions. During my visit to Islamabad I found that Dr. Naqvi of PIDE and Dr. Rauf of Qaid-i-Azam University were willing to send their researchers and students to Gilgit.

6. Important recipe for institutional stability.

FIFTH VISIT TO AKRSP

21 July to 3 August 1985

During this fortnight I attended seven village meetings where I asked many questions and heard many discussions. At the Gilgit office I read the diaries of Social Organisers and the proceedings of various meetings and conferences. Many hours were spent with the sections in long discussions with the section managements. Inspite of his overwhelming engagements the General Manager mostly accompanied *me.* Workshop like sessions were held with the project management group, the monitoring-evaluation-reporting group, and the Social Organisers. The discussions in these sessions have been recorded on tape. I have edited the transcript of the session with the management group. It gives a good idea of my impressions. At the stage it is useful to keep in view the theoretical basis of the program and clarify the methodology of work.

I am prepared to edit the other transcripts when I receive them. By adding them to the present edited script we will get a complete report of my Fifth Visit to AKRSP.

Akhter Hameed Khan
15 August 1985

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FIFTH VISIT TO AKRSP - GILGIT

21 July to 3 August 1985

Transcripts of a session with the management group - Aga Khan Rural Support Program on July 27, 1985. The transcript has been edited to remove some repetition and some jumbled syntax. However the flavour of an extempore oral discussion has been retained.

Akhter Hameed Khan,
1 5 August 1985

SECTION I - A THEORETICAL ANALYSIS OF THE ASSUMPTIONS AND APPROACHES OF AKRSP

Let us first analyse the underlying theoretical assumptions and then review the components of the program.

1. The first assumption is about a Populist Economic Structure

i) You are trying to build an economic structure which has a special significance. Not long ago Gilgit was a pure feudal enclave, isolated from the rest of the sub-continent. It was controlled by the Maharaja of Kashmir and by Mirs and Rajas and their functionaries. Then the Maharaja was driven out, roads were built, the isolation was broken. and the feudal system was legally abolished. Gilgit now is' in a period of transition. The integration with other parts of Pakistan is creating new economic and social circumstances.

ii) In this transitional stage there are two alternatives: One alternative is that this area should also develop the same economic structure as Punjab and Sind. And, indeed, if no special effort is made, this will happen very quickly. The other alternative is to make a special effort to develop a better and more equitable structure.

iii) One may very well ask - "What is wrong with the Punjab structure?" The answer is: several things are wrong. First there is distortion and discontent. Too many peasant farmers are becoming landless, and migrating to the big cities in search of a livelihood Its consequence is the cancerous growth of katchi abadies in the big cities - cancerous and very dangerous.

iv) If we examine how the rural economic system works, we see that its distinguishing feature is that the control of economic resources begins to concentrate in fewer hands, sometimes the old landlord, but more often the emergent commercial farmers, who own large farms, tractors, trucks, threshers, tube-wells, and capital. They become traders, Moneylenders and contractors, and agents of the big arthis in the mandies.

v) No doubt they are good farmers and clever traders. But on account of their domination tile not so rich and not so clever majority is excluded from the development process and becomes passive and alienated. Consequently all available physical and human resources are not mobilized which then leads to unemployment, under employment and exodus to tile city slums. In a country like Pakistan a rural economy which pushes large number of peasants out of the villages is a disaster because our industries cannot absorb all the rural migrants.

vi) If that kind of rural system arrives in Gilgit within the next ten or twenty years there would be powerful commercial farmers, traders and contractors dominating the villages, with their big farms, tractors, trucks and accumulating capital, There would be the same growing landlessness, unemployment, out migration, alienation and non-participation of the depressed majority. There would be the same non-utilization of the physical and human resources on account of the nonparticipation of the majority.

vii) Capitalist agriculture has been extremely successful in USA. No one can say that it has been a disaster. But the ultimate result of capitalist agriculture is mechanized large scale farming and the elimination of small farmers, in any country which does not posses enough resources to provide alternative employment to displaced small farmers excessive promotion of capitalist agriculture will cause instability.

viii) Coming back to the question: Why should we be concerned if the Punjab pattern comes to prevail In the Northern Areas? We should be concerned because it would prevent full participation in the development process It would prevent the full utilization of all physical and human resources which is possible only through the full participal10n of the majority. By concentrating economic and social power in fewer hands it would alienate the majority and make it passive. Hence the vast resources of the mountains, the water, the forest and pasture lands would remain hall utilized. Poverty and discontent in the Northern Areas would be specially dangerous because they are adjacent to Russia, China and Afghanistan. Russia is a socialist super power In China another socialist revolution consolidated itself. In Afghanistan also a socialist revolution is in progress. It is imperative than an equitable and stable economic structure should be developed In Gilgit

ix) *There are three alternatives when an old feudal system comes to an end. One alternative is the imposition of socialism, as happened in Bokhara and Samarkand and Tashkent sixty years ago, and in Sinkiang thirty years ago The second alternative is the introduction of capitalist agriculture as in the Punjab or Sind. But there is a third alternative, neither socialist nor pure capitalist, which we will call co-operative agriculture. This model was developed first in countries like Denmark, France and Germany, and more recently in Japan, Taiwan and South Korea. Cooperative agriculture gladly accepts tile principle of private ownership of land, and protects and promotes small family farms. At the same time it promotes the pooling of and co-operative or collective management of many services and supplies, like irrigation, credit for marketing. In the 191h century Denmark modernized its agriculture of small farmers through co-operatives: and in the twentieth century the small farmers of Japan achieved prosperity and strength through co-operative association*.

x) A question - Arthis play a useful role: they advance money to the agriculturists and bring their produce to the mandi. Why should they be considered a son of evil?

Answer - Credit and marketing are indeed essential functions not evils, It is their abuse which is evil. Compare the credit and marketing situation in a Japanese village and a Punjabi village. The small producer in the Punjab is of1en paying fifty percent or more for the arthi's services. This is the criteria by which an arthi is to be judged: How much are they taking from the poorer farmers through money lending and marketing? I am afraid that judged by this criteria the Punjab arthi system cannot be called a blessing to the small farmers.

2. Second Assumption

i) Our second assumption is that in Gilgit the agrarian economy is on the verge of collapse on account of the rapid increase in population, on the one hand, and the non reclamation of new land, on the other. In the old days when a village became over crowded new settlements were made under the direction of the feudal lords. The old village sustained the new settlers for

two or three years. You may, if you like, call it a system of forced labour - of begar. (Incidentally the Chinese communist government has promoted the same system of free labour for the construction of physical infrastructure - ten or fifteen workers being sent by each village to the work camp while the village bore their expenses.) In Gilgit, it seems that when the old free labour system based on traditional authority carne to an end, the process of new settlements also came to an end.

ii) For two decades the rural areas have been dependent on subsidies - work by NAWO etc. The size of this subsidization has 10 be increased year by year in order to avoid famine conditions. This is a precarious situation as It would not be possible to continue the subsidies for a long time.

iii) You noticed when you began your program that the villagers generally had no faith in the future of their agriculture. They thought that they will have to find non farm jobs in offices and factories, in construction of roads and buildings.

iv) *We, however, believe that this disintegrating village economy can be rehabilitated through agricultural development, which may become possible through co-operative organisation. Your work has amply demonstrated that this assumption is correct. In the last thirty months new sources of water have been created in numerous villages and the process of reclamation of new land has been resumed with great vigour. The process has been resumed because you have created a new authority in the shape of village organisations and also because you have been fortunate enough to bring so much capital from outside*.

v) The infusion of capital is essential for a stagnant economy. That is what agencies like NAWO and others were supposed to be doing. But your approach was more comprehensive. Let us take the specific example of PPI Projects. Suppose you had not promoted VO's (Village Organisations), the Kuhls would not have been built, or they would have been built like the NAWO Kuhls.

3. Third Assumption

Our Third Assumption is that the agrarian economy of Gilgit will develop along special lines rather different from the economy of Punjab and Sind. The geographical terrain and the climate indicate that these mountain regions cannot become flourishing grain producers. They are far more suitable for the development of forests, pastures and orchards. They may have to import grain, but they can produce huge quantities of timber, fruits, and animals. It is only through the export of these products that the Gilgit rural economy can be rehabilitated. Otherwise the development efforts would be mere palliatives.

4. Fourth Assumption

Our Fourth Assumption is that the factor for achieving general development will be co-operative management combined with individual ownership. Without co-operative management the development process will not go very far. It would be topsided. There would be rich farmers and clever traders, there would be a few more orchards or efficient farms; but there would be no extensive reclamation of new land.

i) Just imagine if there had been no co-operative or collective management in the case of the PPI Projects. The collective management took the shape of the VO. its frequent meetings, the election of manager and president, the partnership agreement with AKRSP, selection of labourers and the extension of the work, and later its maintenance. Take away this key factor and the PPI program would have made little progress.

ii) Now take the case of land reclamation. If it was to remain an individual effort only a few well-to-do farmers could *develop* more cropland and that also with the help of big loans. But see what is happening in Risht or Passu or Phander. In these villages Co-operative Organization is enabling them to plant thousands of timber and fruit trees, ad extensive pastures very quickly and economically, and everyone is participating in and benefiting from co-operative development.

iii) Or consider your credit program. Through the Village Organisation you have been able to reach thousands of very small farmers. Besides, the recovery of loans has been exceptionally complete. Without village organisations your credit program also would have suffered the dual failure of limited access and poor recovery - common features of most rural credit programs during the last forty years.

iv) Another example of the effectiveness of co-operative management is the growing success of the arrangements by VO's for the prevention of losses of cattle and crops. They have accepted the responsibility of maintaining a trained specialist for cattle, and another trained specialist for crops and orchards. AKRSP has provided the training, and the VO's are buying the medicines and paying services and fees to their specialists. Through this arrangement it has been possible in these villages to vaccinate their animals in unprecedented numbers, and spray crops and orchards. And, most significantly, a permanent system of prevention of losses has been established.

v) Co-operative management is also showing remarkable results in marketing even at this initial stage.

We have finished the review of theoretical assumptions. Before we proceed to review the approach and methodology of AKRSP I would be glad to answer any questions.

Question by Dr. Babul - You mentioned that the development of forests, pastures, horticulture and livestock would be more rewarding than growing wheat and corn. Are the existing cropland to be replaced by forests and pastures? What will happen in the intervening period? And will not people become dependent on imported foodstuff?

Answer - There is no suggestion for replacement or not growing grains. What is being pointed out is that there is far greater potential for increased production of timber, fruits and animals. Some villages have already discovered this possibility. For instance in Phander: I asked them what will happen after five years, and they replied that, there were would be many more hundred kanals of pastures, thousands of poplar and willow trees, and many more cows, goats and sheep. After five years everyone of the 28 families would be selling 15000 rupees worth of timber, and 25000 rupees worth of animals. Obviously there is no similar scope for earning fifty thousand rupees by each family by growing wheat or corn. Again in Risht they are developing 5000 kanals of pasture land. There, 30 families may be able to sell 100 animals every year.

SECTION II - REVIEW OF APPROACH AND METHODOLOGY

1. A Non-Government Organisation

i) First of all you must remember that you are a non-government organisation. You have no official authority, no powers, no sanctions. You can only promote, you can only advise, you cannot enforce compliance.

ii) As an NGO you should operate in the private sector. The activities that you are promoting belong primarily to the private sector. A proper distance should be maintained from the government. There should be no competition, no attempt to set up parallel services. The private sector ultimately acquires its own autonomy.

2. Research and Extension Approach

i) As a non-government organisation working in the private sector AKRSP has adopted the research and extension approach or technique. In this approach it is assumed that the small farmers are their own managers and financiers. They may be advised but they cannot be compelled. They may or they may not accept the advice. Take an Example: In Phander the willow trees are being destroyed by caterpillars.

AKRSP's function is to find out the right pesticide (research), *train* the plant specialist of Phander, give him the supplies (extension), and hope that the Village Organisation will look after the trees.

ii) We should remember that when an innovation is being introduced, and acceptance is voluntary, everyone does not accept it at once. Diffusion of new practices takes place gradually. If a new practice advised by you is accepted immediately even by 10 or 15% you have succeeded.

iii) The R&E technique requires that the package of advice must be really good. *It* should not be inadequate or incomplete. The package must be constantly refined in the light of the response from the clients. Acceptance is the real criteria.

iv) Fonunately the acceptance of everyone of your package of advice can be quantified and is being quantified statistically. PPl's acceptance as well as its benefits and costs can be quantified. Credit operation and its benefits can be quantified Prevention of losses is being recorded statistically. Land development can also be quantified. Even the growth of Village Organisations and their performance can be quantified. The acceptance and results of co-operative marketing can be measured statistically.

v) We have discussed the indicators for quantification in a separate session with the Monitoring, Evaluation and Research section.

vi) While AKRSP is following a R&E approach it is not a research institute. It is not in a position to undertake basic research in agronomy, animal husbandry, or horticulture. Basic research can be undertaken only by highly specialized institutions. AKRSP will have to depend on them. It cannot compete with them. And the same is true of basic research in the social sciences. Collaboration and co-ordination with research institutions of physical and social sciences is the alternative not parallel or competitive attempts.

3. Extension Pattern and System

i) The extension system that you are building differs from the conventional pattern followed by government departments. They depend a great deal on an official extension agent, a paid employee reporting to his superiors and in no way responsible to the villagers. Each department tries to have as many extension agents as possible under its control.

ii) *Instead of the paid departmental extension agent your system creates agents from among the village group_ These agents or specialists receive training and supplies and instruction from the experts at the centre (AKRSP). The specialists are paid by their Village Organisation and are responsible to it*.

iii) *Instead of one departmental extension agent serving several villages, your system creates several specialists in each village. Thus the Manager is tile specialist and extension agent for social organisation and infrastructure works and credit. There is a specialist for plant protection and another for animal husbandry Further there may be a marketing specialist*. The aim is to make the village as autonomous and self supporting as possible.

iv) One special feature of your extension approach is the grafting of scientific methods on traditional methods. I have read that Chairman Mao insisted that the rural extension team should consist of three members: The Part Leader, The Scientist and The Village Elder, Your team consists of a Social Organiser, A Technician and the Village Organisation. This combination of the traditional and the scientific has proved extremely fruitful in the PPI projects and would prove equally fruitful in land development, increased productivity and marketing

4. Institution Building

i) You are also trying to build permanent institutions at two levels. First at the village level: A vacuum has arisen after the end of the old order. The Village Organisations have put an end to this vacuum. A new order is established through regular meetings, mutual discussion, appointment of Managers, collection of equity capital, co-operative management etc.

ii) The Village Organisations are to be supported by APEX Institutions - AKRSP Social Organisers, Engineering Services, Agronomy and Animal Husbandry Services, Credit and Marketing Corporations. The future shape of these APEX Institutions is emerging quite clearly. In five or ten years they will be firmly established. They will be a permanent legacy for the prosperity of Gilgit District.

iii) When all the villages are organised as autonomous units the Apex Institutions will have two or three hundred clients. And what powerful and rich clients they would be! Each VO would be the owner of hundreds of acres of croplands, forests, pastures and orchards, and thousands of animals. Each VO would be producing and marketing large quantities of fruits, timber, and animals. Each would be using substantial amounts of credit and also collecting a good deal of equity capital. Each or most of the VO's would own their own implements and transport. They would maintain their own specialists. They would also maintain their irrigation channels or link roads or embankments. And at least some of them will set up processing units and lay the foundation for the growth of Agro Industries.

iv) Not only Engineers but also the Social Organisers should be given this new training and orientation, its details have been discussed separately. The old team of Social Organiser and Engineer needs to be strengthened not by additional staff but by additional expertise.

v) *Team work cannot be over emphasized. I am happy to note that AKRSP leadership is promoting team work. Technical experts are refining the package of advice which is presented to the VOs through the Social Organisers. SOs are reporting the acceptance or non acceptance of the advice minutely and truthfully. There is excellent feed back in the diaries which I find fascinating reading. Similarly I found the monthly conference of SOs and the Village Managers stimulating and enlightening*

vi) I would recommend that the Agricultural and Animal Husbandry experts should collect a small seminar library for helping in the training of the SOs, the Engineers, and the Village Specialists. Closer Collaboration should be sought with research institutions, including the PIDE. Their researchers should be invited to conduct In-depth research.

vii) I am impressed by the progress of co-operative marketing. Of course there are still many snags, many teething troubles. But a good package is in the marketing: Village Organisation, training of a market specialist for the VO, training in picking, packing and processing, credit, market information. 1£ is good that the program is not being over stretched or over expanded. More reliance should be placed on the demonstration effect. The operation should be streamlined. 1 feel confident that with careful management the model of co-operative marketing which is being developed by AKRSP would spread as rapidly as the model of the construction of PPI projects has spread in Gilgit villages.

viii) You are making very innovative experiments in social, economic, and physical engineering. I would repeat my old warning that you should now proceed slowly and carefully, not rush around too much. The first attempts should be made on, what may be called, a laboratory scale, with only a few villages and with the best managers. The initial attempts should be carefully recorded, monitored and evaluated. Such is the goodwill you have acquired that every one of your successful innovation would be widely and quickly duplicated. Do not misuse the good will: Do not offer any half baked and incomplete advice.

ix) At the same time you need not be afraid of some failures and dropouts. You are teachers, and no teacher in the world can ensure that all his students will secure a first class. And the larger the number of students the greater is the chance of dropouts and duds.

Question by Khalida Nasir: How should the Management Team help the Women's Program?

Answer - A program for rural women will have two aspects: One aspect like child care, maternity, hygiene and nutrition, will concern them exclusively. The other aspect concerns their role as partners in the family farm enterprise. Your problem is that you are unable to include the first aspect in your program. You want to concentrate on economic activities. In economic activities there is no point in segregating the women from the men. Economic programs should be organised jointly with men, just like the family farm.

Question by Syed Motahir Shah: You have emphasized the training of village specialists. A follow-up is needed alter the training. But there are not enough technical staff and the follow up is left to the Social Organisers.

Answer - The poet Jaisi says that if *a* grass grows near a sandal tree the perfume of sandal penetrates it. In course of time Social Organisers will acquire enough technical skills for the follow up. Intensive efforts should be made to employ a large number of technical staff for village supervision would be a mistake generally made by government departments.

Instead of pulling numerous centrally paid technicians at the village level we are trying to train the village specialists responsible to the village organisation and paid by them. In course of time the technical skill of these village specialists, grafted on their traditional skill and actual experience, will grow. The best of them should be recruited as supervisors to look after the neighbouring villages. Thus a cadre of village technicians will be built up to serve as effective extension agent of the experts of the APEX Institution.

ORANGI PILOT PROJECT

SECTOR 1 - D

26 DAULAT HOUSE ORANGI TOWN KARACHI - 41

17 November 1985

Dear Shoaib Sultan,

Here are the impressions of my sixth visit.

I *have* summarized them *very* briefly as the details have already been discussed with you. The summary is made for the sake of record

My general impression is of steady and significant progress in many directions.

Your staff and the village activists respond with remarkable speed to even the most difficult suggestions when you concentrate on them.

After my return I have arranged to make models of the solar cooker and the economy stove. They are indeed extremely efficient. Everybody who sees them wants to buy them.

The Orangi Artisans can make the solar cooker for Rs. 600 and the stove for Rs 100 (including 1 Degchi).

If you like you may send Isa Khan to look at these. The Orangi models are better looking than the Peshawar originals. lsa Khan should explore the possibility of their manufacture in Orangi.

Yours sincerely,

Akhter Hameed Khan

SIXTH VISIT TO AKRSP GILGIT

25 OCTOBER - 4 NOVEMBER 1985

AKHTER HAMEED KHAN

During this visit I spent six days in the company of Social Organisers and Managers of VOs. My purpose was to judge their understanding of AKRSP and their capacity to consolidate and expand it. I asked many questions, and held long conversations. The conversations were relaxed and free. J took pains to avoid the impression of an inspection or a formal meeting. A lot of the talking was done while walking around. I was glad that the Social Organisers and the Managers were quite frank and open. This frank and open attitude is a great asset for AKRSP and it should be encouraged. Here is a summary of my impressions:

1. SOCIAL ORGANISERS

i) As Transmitters and Observers

In my opinion the role of the Social Organisers is first to transmit the AKRSP message to the VOs and attentively observe its acceptance or non acceptance and then transmit a true account to the management. The Social Organisers I met understood this role very well. They were faithful transmitters and intelligent observers.

Their capacity to transmit and observe should be constantly sharpened and improved and encouraged. Unfortunately there is only one effective way of doing this: Close relationship with the management, especially the GM. The monthly review meetings and managers conferences have certainly strengthened this relationship. But more association in the SO's own area would further improve it. I know that my suggestion is a difficult one. The management, and specially the GM, are over-burdened and over-stretched. However, I must point out the necessity of sustaining the morale and increasing the skill of organisers of pioneering work, which can be achieved only through frequent personal contact.

ii) As Mobilisers

There can be no doubt about the effectiveness of the Social Organisers (whom I met) as mobilisers of the VOs. I saw clearly that the Social Organisers have acquired the trust of managers, presidents and other activists of the active VOs. They have actually created a cadre of social workers. It is this cadre which is spreading the AKRSP message and mobilizing the mass of the villagers.

As the morale and skill of the Social Organisers is dependent on personal contact with the AKRSP management, the morale and skill of the village activists is dependent on the personal contacts with the Social Organisers. Later on the activists may become self-directed, but that stage has not yet arrived.

If this assumption is correct, then it is essential that the SOs should be able to maintain the frequency of contact. The frequency of contact can be maintained by limiting the number of VOs and making long circuit tours with intervening night halts. Night halts promote intimate contact with the activists much more than through formal group meetings.

iii) As Team Members

The Social Organiser and Engineer team has proved its effectiveness in the PPI projects. It will be found equally effective in land development projects. I would urge that the training of both Social Organisers and the Engineers in Range Management should be expedited. The training should emphasis the team work aspect.

iv) As Loan Supervisors and Collectors

The performance of Social Organisers as Loan Supervisors and Loan Collectors has been excellent. Their role as supervisors must continue. They must continue to scrutinise the loan requests and teach the VO managers to become strict planners and faithful borrowers. But the Social organisers should gradually be *relieved* from the responsibility of collecting the loans. This responsibility should be gradually transferred to the managers. A system of commission on collections should be worked out to provide incentives to the managers. It should be realized that the volume of loans is growing rapidly while the number of Social Organisers will not grow proportionately.

v) Capacity of the Social Organisers

The Social Organisers are the work horses of AKRSP. In the field they are carrying the burden of the programme on their shoulders. The consolidation and the expansion of the programme, the development of advance models, the introduction of new innovations, the training of *village* activists, etc. depends on the calibre and capacity of the Social Organisers.

I strongly recommend that the capacity of the Social Organisers should be carefully determined. They should not be over-burdened with too many VOs, or too many loan collections, or too many visitors, or too many surveys etc. They should have enough time for their role as transmitters, observers, mobilisers, and trainers of village activists.

2. MANAGERS

i) Crucial Role of Activists

The widespread acceptance of innovations, social or technical, is being accomplished through the village activists. The Social Organisers have succeeded in mobilizing the activists who are mobilizing the mass of the villagers. Every good VO is the result of the faith and energy of their activists. I asked the Social Organisers to take me to some of their best managers. After meeting with them I was convinced that the AKRSP will grow firmly in the future if it can retain the loyalty of such activists.

ii) *The Role of the Managers*

The socially and technically developed village which is being promoted by AKRSP will be different from the traditional village. One important difference would be that many more economic activities would be organised collectively. Collective management would require "Specialists". Chief among these would be the manager. He would be responsible for the organisation of land development plans. credit and savings, and joint ownership of machines. There would be other specialists. but the manager would be the key specialist.

iii) A Happy Synthesis

AKRSP marketing loans have broken the stranglehold of the village traders who were agents of Gilgit arthis. The loans have enabled the VOs to operate economically on a scale far higher than the traditional pattern. One happy feature Is that in many cases the traditional traders have joined the new system instead of fighting it. They have become the marketing specialists and placed themselves under the control of VOs. As in the case of PPI projects here is another example of the VOs making a very pragmatic grafting of new methods on the old practices.

3. PPI PROJECTS

i) Self Financed Projects

I heard that in many villages irrigation channels or link roads or other minor work is being undertaken without asking for any financial assistance from AKRSP. These self-financed projects should be documented as carefully as the AKRSP PPI projects. They would prove conclusively that the first projects have started a real process of development. that the people have regained faith in the future of the agrarian economy. and that they have become solvent enough to work autonomously.

ii) Land Development Plans

The rapid progress of land development planning is fascinating. As this development is being financed with loans and not with outright grants it is of great and permanent significance. Its documentation will provide the most valuable insights.

iii) Guidance for Range Management

The need for supplying real scientific guidance for range development – forestation, pastureland and orchards - is very urgent. The same kind of expert advice should be available for this as was made available for the engineering projects. And the engineers and the Social Organisers should be trained to transmit it to the VOs.

iv) Different Models of Village Plans

I have seen different models of village planning which demonstrate the intelligence and ingenuity of the villagers: First there are the lucky villages where there is plenty of empty land and a potential supply of water. Here the plantation of fodder, timber and fruit trees is in progress. They are planning to multiply their animals. Secondly there are crowded villages. They are planning to improve their lands for more intensive crop and fruit farming.

I saw a third model in Roshanabad in Hunza. This is a very small village with very little land. Their plan is to further intensify their farming and to engage in the trading of fruit and animals as contractors and transporters_ I wish I could study the model of well developed villages near Gilgit like Oshikandass and Sultanabad. Much can be learnt from these rich villages for transmission to other *villages.*

SEVENTH VISIT TO AKRSP

29 AUGUST - 9 SEPTEMBER 1986

1. SUMMARY

My seventh visit, from 29 August to 9 September. took place after ten months. In the meanwhile AKRSP has made considerable progress both in respect of consolidation and of advanced village planning. My time was devoted to reviewing the consolidation and to defining the direction of advance.

The reviewing was done through discussions and meetings with the General Manager, the Management Group, the monthly Staff Conference, and the monthly Conference of Managers of Village Organisations.

The direction of advanced village planning was discussed similarly. Furthermore, for the sake of testing, its outline was presented in some village meetings:

Two days were devoted to the study of Oshikandass and Danyore, two villages which offer good demonstrations of advanced planning, like intensive forestry and fruit and vegetable production and marketing.

Several days of· touring with the Social Organiser of Gilgit. Sultan Hameed and long talks with him and his dedicated managers, like Fazal Ahmad and Bulbul Jan, helped me greatly in exploring the direction of advanced village planning.

In fact I came to the conclusion that during my next visit I should continue this exploration by going to some other villages of Gilgit, which on account of their favourable position and the presence of co-operative minded managers, have the potential of becoming good models of advanced planning.

I think that if the models are first developed fully in Gilgit their duplication in other places would be very easy.] also think that at this stage the intensive educational effort and the close monitoring required for developing good models is more feasible in the Gilgit Unit than in the remoter units.

2. OUTLINE OF ADVANCED PLANNING

What is the outline of this advanced planning which can now be seen more or less clearly?

Its first and most important feature is that all the potential land *and* water resources of the village are to be developed and utilised fully. Fortunately for most villages the potential land and water resources are quite large. Thus a village with 100 or less families may possess a territory of several thousand acres.

The ownership and management of present cropland may continue to be in individual hands. but both the development and maintenance of the territory as a big farm-ranch require cooperative management.

Cooperative management is essential for developing and maintaining the full potential of:

Irrigation
Forestry
Pastures
Orchards

Cooperative management is also essential for:

Plant protection
Animal husbandry
Processing

And it is equally essential for the vital functions and services of:

Credit and Savings
Marketing

Cooperative management demands that the Village Organisation should, unlike the practice of subsistence farming, employ a number of trained, whole time specialist functionaries.

That this revolutionary transition is not an impossible dream is being demonstrated in not a few but many advanced villages. AKRSP's main job is to duplicate it widely.

3. SUMMARIES OF REVIEW SESSIONS

The formal discussions with the Management Group and the monthly Staff Conference, conducted mainly in English, have been accurately summarised by the reporters. As a matter of record, I am reproducing two of these:

i) Discussion with the Management Group
ii) Discussion in the Staff Conference

The discussion in the Monthly Conference of VOs and in the village meetings at Madinatul Karim and Jaglot have been recorded in Urdu. These may be considered as appendices to this report.

4. DISCUSSIONS WITH THE MANAGEMENT GROUP

The main topics of discussions were the evaluation reports prepared for the World Bank Team:

The report on irrigation
The report on village organisations
The report on marketing

My remarks were summarised by Tariq Husain.

ON IRRIGATION EVALUATION

It is more than enough for the Bank Team, but we should ask where do we go from here. I would carefully note the implementation and water utilisation differences between villages. I would not generalise, but take samples and case studies of different land use patterns. At present policies can be made on the basis of case studies but not on the basis of trends because trends do not become evident quickly and are changing frequently.

We should identify the most profitable approaches discovered by advanced villages and transfer them to other villages. Our policies, unlike the policies of the departments, should be drawn from the vision and experience of advanced villages, e.g. Phander. We do not possess a blue print of development and there are no experts who can give us such a blue print.

In your report there are sections on analysis of sustainability and failure. There should be a third section on advanced villages. These villages show us the future, perhaps through stained glass.

ON VILLAGE ORGANISATIONS

Your report conveys only about one-fourth of what is going on - it understates what is being accomplished. There should be a change in the format of the report: it should include case studies, e.g. maintenance of PPls, self-financed PPls, land development etc.

The report misses much of the dynamics which can be captured through more tables. The tables should be cumulative.

Many remarkable features seem obvious to me:

First, the training programme - the only autonomous self-reliant programme in Pakistan: Second, the quick acceptance of the package of advice: Third, the extremely low rate of drop-outs: Fourth, the social ferment and the technological change. This last feature is clearly reflected in the SOs diaries, but not in the progress reports.

ON MARKETING

Fresh thinking is needed to understand the situation correctly. It would be helpful to study the marketing structure of some Punjab villages - the operation of the arhthis and its effect on the small farmers. Obviously the villages near Gilgit town may be adopting the Punjab pattern. This comparative view and the ideological background is necessary as an analytical tool.

In the development of the future marketing structure, AKRSP is not as yet the dominant influence. It is only promoting ideas of cooperative marketing with the help of Village Organisations and their activists.

We can study as a precedent the creation of fruit marketing in Baluchistan by Mr Howard. six years ago. Howard himself studied the fruit production in Afghanistan and its export to India, and then transferred the technology and the market mechanism to Baluchistan.

AKRSP has to perform more or less the same task. It has to spread the belief that an export market exists for fruits, livestock, timber and dairy products. Then it has to help in the creation of the market mechanism, chiefly through the cooperative education and training of Village Organisations and their managers and marketing specialists.

AKRSP strategy should not be monopoly or confrontation, but dissemination, training and coordination.

5. FOUR ASPECTS OF AKRSP

At the monthly Staff Conference, AHK began by saying that he has the unique opportunity of seeing AKRSP both from far and near, of seeing the wood as well as the trees. His position was like the coach of a John McEnroe or Ivan Lendl. AKRSP had heroic workers. Sometimes it appeared that the work was being done by jinns not ordinary human beings.

He then presented an outline of the FOUR ASPECTS of the programme:

A. Provision of supplies and services
B. Technical guidance
C. Training
D. Supervision

A: SUPPLIES AND SERVICES

a) PPI grants, materials and tools
b) Credit - for production, land development, marketing
c) Fertilisers and improved seeds
d) Pesticides
e) Veterinary medicines and artificial insemination
f) Marketing supplies and services

B: TECHNICAL GUIDANCE FOR

a) Cooperative organisation and management
b) Saving and loan management
c) Physical infrastructure development
d) land development, forestry, pastures. orchards
e) Improved crop production and plant protection
f) Anima! husbandry - vaccination. A.!., silage
g) Marketing - packing. processing, information

C: TRAINING OF

a) Managers and presidents
b) Plant protection specialists
c) Animal husbandry specialists
d) HYV demonstration
e) Marketing specialists
f) Packing and processing demonstrators

D: SUPERVISION

a) Village Organisations
b) PPls and land development
c) Savings and loans
d) Performance of specialists
e) Marketing

6. PRESENT PERFORMANCE

AHK then reviewed the present performance of all items of this list.

He believed that AKRSP's delivery of Services and Supplies was more adequate than the performance of the departments, while its Technological Guidance and Training programmes were uniquely based on the participation of the Village Organisations, their assumption of responsibility, and the promotion of their autonomy.

He repeatedly emphasised the need for 'Grafting' improved methods and innovations on traditional roots. He pointed out that in view of the fact that *the Village Organisations were being designed to be autonomous, self-managed and self-financed, the supervision exercised by AKRSP should be educational and not coercive.* Direct control is to be avoided, e.g. in respect of loans or marketing. Even the responsibility of recovering the loans should be shifted from the Social Organisers to the managers of VOs.

He thought that there should not be too much worry about a few dropouts and a few delinquencies. If efforts are focussed on the continuous improvement of the advanced villages, the villages which are lagging behind would soon be inspired by living examples. The effect of successful demonstrations is more powerful than the effect of exhortation or coercion.

Answering a question as to how loans should be supervised. AHK said that the first essential step is that the SO's initial recommendation should be sound and the VO and the manager should assume full responsibility. Similarly about new PPls or the promotion of self-financed PPls, SOs should just continue their educational work and should not push or hassle the VOs, but be patient and let them resolve their own differences and plan at their own pace.

About technical guidance, he pointed out that there are two kinds of packages of advice: in the first place the package is well-tested like PPls, credit, fertilisers, pesticides etc. Secondly there are untested innovations, like HYV, processing, silage etc. His advice was that the *innovations should first be carefully tested in a few villages only, under the direct supervision of experts, in a kind of 'laboratory' situation. After successful demonstration the package can then be duplicated in many more villages.*

7. CASE STUDIES OF VILLAGE PLANS AND A PLANNING MANUAL

AHK said that there are now many advanced villages which have developed good plans. The time has arrived to complete case studies of these plans. The case studies should carefully outline both the management systems followed by the village as well as the physical contents of the plan.

There would be four sections of the case study:

a) Management system
b) Physical planning
c) Expected benefits
d) Difficulties encountered

SOs should complete these case studies with the guidance of MER and AV, who should do the final editing and publishing. In this way AKRSP would be following the example of the Harvard Business School.

With the help of these case studies, it may become possible after one or two years to compile a very useful manual of village planning.

8. DISCUSSION ON WOMEN'S PROGRAMMES

Relating his own experience in *Comilla, AHK said that after the comparative study of farming in Bengal and Japan, he came to the conclusion that the Bengali farmer could not be as a productive as the Japanese farmer because the Japanese wife was an intelligent and energetic partner in the family farm business, while the Bengali wife was segregated and ignorant*[7]

AHK said that he was convinced that the segregation of women was our main problem. Therefore, he could not understand the insistence of donors for SEPERATE income generating programmes for women.[8]

Of course there could be special programmes for women like maternity and child care. But there could be no separation in economic activities because like the Japanese small farm the Gilgit small farm was a close knit family business.

The aim should be to make the Gilgit wife an intelligent, energetic, and well trained partner in the family business like the Japanese wife.

Women's training programmes, like poultry or processing or seed treatment or animal feed etc., should be combined and coordinated with the men's programme.

This combination and coordination is a radical innovation. It should first be tested carefully in a few selected villages in a "LABORATORY SITUATION".

EIGHTH VISIT TO AKRSP

1 MAY TO 15 MAY 1987

1. POOR VISIT

This visit was not a good visit. Two days, 2nd and 3rd May were lost waiting in vain for PIA flights, and another two days were lost in travelling by jeep. While in Gilgit, I could not do the intensive touring of advanced villages which I needed for my education. I hope to do that during my next visit in the near future.

However, I refreshed my knowledge of AKRSP's progress through long discussions with the General Manager, Members of the Management Group, three Social Organisers (Sultan Hameed, Noor Mohammad, Iqbal), several VO managers, by visits to Rahimabad, Mohammadabad, Chaprot, Hanuchal and Shahtot and by reading the case studies and the diaries.

2. MAIN CONCERN - ADVANCED PLANNING

My main concern during this visit was to place before the Social Organisers and the village managers the concept of an advanced model of planning (described in the Seventh Visit Report), and ascertain their reactions.

The salient features of this concept are as follows:

i) Village families should realise that they are owner of two kinds of property:
   a) Private
   b) And common

ii) Their private property consists of their households, croplands, fruit trees and animals. Their common property consists of the territory around their village with its pastures, forests, water channels and link roads.

iii) They should realise that the area, value and productive potential of their common property is enormous.

iv) By investing much capital and with much labour village families can develop their private property at best twofold or threefold. On the other hand they can develop the productive capacity of their common property fiftyfold or even a hundredfold.

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7. Very insightful, while in Japan man and women constitute two halves of a family unit, in Pakistan women is reduced to half of the male based on obscurantist and patriarchal interpretation of religion.
8. Another important insight.

v) For example a family can reclaim one or two acres more of cropland but the VO can develop several thousand acres of forests and pastures.

vi) Privately a family may keep ten or fifteen more animals, or grow twenty or thirty more trees, but jointly through the VO they can raise hundreds of animals in the common pastures and cultivate thousands of trees in the common forest.

vii) Within 10 or 20 years the private holdings would be subdivided among their children and become microscopic. But the common pastures and forests will remain intact and their value and produce will increase.

3. TWO BARRIERS - PSYCHOLOGICAL AND ORGANISATIONAL

In order to implement this vision two barriers, one psychological and the other organisational, have to be crossed:

i) Gilgit peasants have very clear and definite perception of private property, its development and maintenance. But their perception of the development and maintenance of common property is either non-existent or very obscure.

ii) In the past the territory around the village belonged to the Rajah and Mir and the villagers could only beg or steal from it.

iii) When the divine owners, the Rajahs had disappeared the villages did not assume responsibilities of ownership, of protection and maintenance. They only stole without prestraint.

iv) It is imperative that the VOs should first of all assume the responsibilities of ownership.

v) The village families should realise that common property must be developed and maintained in the same manner as private property. As in the case of private property, the families must be willing to pay the cost in order to earn the benefits.

vi) If they believe that common property is like Kamadhuk, the cow of Hindu gods, a source which yields benefits without any costs, they will soon, like the proverbial peasant, kill the goose which lays the golden eggs. In fact this is exactly what they have been doing in many villages.

vii) The village families are familiar with the management of their small private property, (although they should learn some improved methods). But the management of a range of thousands of acres of forests, pastures, orchards, water channels, foot paths etc. is unknown to them.

viii) They have to acquire this new organisational skill. It is a very complicated skill, requiring a great deal of technical, social and economic guidance.

ix) By acquiring this skill a VO will develop an extensive territory and own a vast source of income for many generations to come.

x) It is only through extensive range management, through the plantation of forests and pastures, through large scale animal husbandry, through the sale of large quantities of timber, fruits and animal products. that the Gilgit village will escape from the poverty trap of minuscule land holdings which the high birth rate and the law of inheritance fragments rapidly.

4. THE RESPONSE

The concept of assuming responsible ownership of a large territory, creating institutions for its management, planning its development, paying the costs and dividing the benefits, needs to be explained again and again. I was encouraged by the response from the Social Organisers, (Sultan Hameed, Noor Mohammad and Iqbal). and VO members of Rahimabad. Jalalabad. Chaprot and Shahtote. I have corrected the transcript of the speech at Chaprot, and would like to correct the Rahimabad speech also. The two speeches are attempts to present the concept of territory or range planning in a form suitable for popular understanding. They may be worth distributing widely. During my next visit I would like to continue the discussion of the concept with the Social Organisers and the managers of the advanced VQs.

5. THE ECONOMICS OF FORESTRY

Mr. Hussain Wali Khan has first hand knowledge of the amazing cost benefit ratio of poplar cultivation - 22 year old trees sold for Rs. 18,000. His knowledge should be widely disseminated. He told me that it is generally said that the hilly areas will be transformed by the Suzuki and the Safaida. I suggest that the village women also should be taught to adopt the Safaida.

6. VISIT TO MOHAMMADABAD· NEED FOR A NEW PATTERN

I saw the land reclamation in Mohammadabad and wondered at the poor return they are getting from so much investment. Most of the families in this village, as in some other villages in the vicinity of Gilgit town, are service holders. Agriculture is not their

primary concern. Perhaps the VOs in such villages could organise contract services for the absentees or part timers. I will take up this problem during the next visit.

7. HYDEL PROJECT AT SHAHTOT - A REAL BREAKTHROUGH

The hydel generator I saw operating at Shahtot is a perfect model of successful research and development. It is both technically efficient and simple to operate. Its low cost should make it available for any competent VO. And it would surely be even more profitable than the Suzuki and the Safaida. The Engineering section has now a new package of advice as important as the Kuhls and the link roads. The cheapest electricity in the world will make the villagers autonomous in respect of light and heating. It will help in the conservation of forests. It may provide the infrastructure for new cottage industries. Above all it may not require large grants and subsidies. The cost of the project is so small and the returns so large and immediate (e.g. saving of Rs. 30 per month per family for kerosine), that the VOs should be asked to raise the capital cost through extra savings.

8. SUMMARY OF SESSIONS WITH MER

i) Case studies need improvement. Further discussion during next visit.

ii) Column of cumulative figures should be added to tables.

iii) New and separate tables for self-financed PPls.

9. SUMMARY OF SESSIONS WITH THE MARKETING SECTION

i) Revised tables showing the growth of saleable products in each village in each season.

ii) Outline of an R&D project for fruit processing.

iii) Careful study of the trend of some marketing specialists to become Punjab type arthis rather than cooperative managers.

NINTH VISIT TO AKRSP

25 JULY TO 6 AUGUST 1987

1. FOLLOW UP ON ADVANCED PLANNING

During this visit I was able to do the follow up on advanced planning outlined in the last report. In the company of the General Manager I visited Jalalabad, Markhun, and Chaprot.

I tried to explain to the members the concept of comprehensive development of their territory. The three speeches have been recorded and transcribed. My impression is that members of Jalalabad, Markhun and Chaprot, understood and accepted the concept and promised to carry it out in practice.

They would need intensive assistance from the team of Social Organiser/Engineer/Forester under the concentrated guidance of Tariq Husain and MER. The printed versions of the speeches should be circulated among the Social Organisers and advanced VO managers for further discussion and comments.

2. MAIN POINTS OF THE SPEECHES - (A) OWNERSHIP CRISIS

(For the sake of record it would be convenient to have the text of the speeches translated into English like the Passu speech. Here I am summarising the main points).

Traditionally the territory around the village belonged to the Rajah and Mir. The villagers could only beg or steal from it. Feudal authority was exercised with an iron hand and the forests were well preserved. Now that the iron hand has been removed

the territory is ownerless and derelict. Its resources instead of being developed are being ruthlessly depleted. The absence of protective ownership on the one hand, and the increased pressure of population on the other hand, has hastened the destruction of forests and pastures.

Some VOs themselves *have* become *aware* of this dangerous situation and are taking preventive steps, as in Chaprot. But the real solution is that VOs should definitely assume the responsibility of ownership. I gave them an analogy - the territory was their mother. She was abducted by the Rajah. Now that the tyrant was dead their widowed mother has naturally come back to her sons. Is it not both their right and their duty to protect and serve her? The assumption of responsible ownership by VOs seems to me to be the only way of saving this fragile environment.

3. MAIN POINTS - (B) RESPONSIBLE OWNERSHIP

I tried to explain the vital necessity of protecting the trees, bushes and grass cover of the mountains through responsible ownership. The functions of responsible ownership would be:

a) Protection
b) Servicing
c) Investment
d) Scientific Utilisation

For subsistence farmers a change of attitude would be essential to operate a large range jointly. They will have to learn to exercise two kinds of ownership: The private and personalised ownership of their small farms and the cooperative ownership of a huge range.

4. MAIN POINTS - (C) RETURNS ON INVESTMENT

I pointed out to them the economics of range management - how the returns on their investments in large scale forestry, pastures and animal husbandry would be many times larger. The intensive labour required for the reclamation and cultivation of cropland will not be required for forestry and pasturage. In contrast to small farms, range development is satiable for cooperative management. Another important consideration is that while the small family farms will soon be fragmented the forests and pastures will remain as a most valuable common property.

5. MAIN POINTS - PRACTICAL STEPS - (A) SURVEY

After the discussion of the two psychological barriers - viz non-assumption of responsible, ownership, and the subsistence farm (Minifundia) mentality I pointed out the practical steps which should be taken.

First and foremost comes the survey - a complete mapping and classification of all the resources in the territory: water, soil, trees, bushes, grass, herbs etc.

The survey should be done under the guidance of the Engineer and the Forester. It is necessary to combine local knowledge with scientific knowledge. The survey and the map will make their vision concrete and indicate the directions of the vast endeavours.

6. PRACTICAL STEPS - (B) PLANNING

The resource map of their range or territory should be thoroughly discussed in VO Meetings. Having assumed responsible ownership of the territory the VO should start to plan its development.

The grafting of scientific knowledge of experts on the traditional skills should continue. In other words the plan should be prepared jointly by the VO and the Engineer/Forester/Social Organiser/Economist team.

The long term nature of the plan should always be kept in view. Two pitfalls should be avoided:

i) The obsession of subsistence farmers for extension of cropland.
ii) The demand for large grants and loans.

The emphasis should be:

On gradual extension of forestry and pasturage through economical investment of labour, and on the scientific utilisation of the existing resources - range development etc.

7. PRACTICAL STEPS - (C) ORGANISATION

Survey and planning would not be too difficult if the VO is committed to the concept of responsible ownership and if it is blessed with good managers. Much more difficult than the survey and the plan would be the creation of the organisation which would be needed for the cooperative management of the vast area.

Fortunately the rudimentary forms of cooperative management are already visible among the advanced VOs in the shape of collective plantings, appointments of chowkidars, control of grazing, payment of specialists etc. Intensive efforts should be made in special villages to help them to further develop the model of future organisation.

8. CHALLENGE FOR MER - MODEL BUILDING RESEARCH

MEA should accept the challenge of this model building research for territory or range development in Jalalabad, Morkhun, and Chaprot, and for a special marketing structure in the Chapurson villages.

9. THE CRISIS IN PASSU AND OTHER VILLAGES

Passu is a case study of Regression, a turning away from land development, which is taking place or may take place in many other Gilgit villages on account of the growth of school education and non-farm employment opportunities, and the consequent breakdown of subsistence farming.

We analysed the various aspects of this problem and tried to define AKRSP's response.

On the 1st of August the issues came out in an exciting meeting with the members of Passu VO. Tariq Husain has prepared a note on this meeting including a translation of my speech and the subsequent discussion. This should be circulated as an appendix to this report. His concise summing up of the response is quoted below:

10. "THEORETICAL RESPONSE TO PASSU'S CRISIS"

"To begin with, we have to recognize the force of change: the young will not come back to the farm once they are educated: the subsistence family farm is disappearing. This has happened all over the world; there cannot be an exception in Gilgit.... What is the alternative to the diversified, subsistence oriented family farm with its high labour requirement? The farmers needs for secure production and cash incomes can be addressed in future by collective management, specialization in labour and production, and a land use pattern with less intensive labour requirements. The theoretical response, thus, has two essential components: (technological innovation with a focus on land): this involves a transition from labour intensive, crop-oriented land use patterns to extensive agricultural development based on the optimal use of the entire territory available to a village, including its forests, pastures, watersheds, glaciers, etc.

(Institutional innovation with a focus on human resources): this entails a transition from subsistence production on each farm to specialization of work within a village: labour sharing and the exploitation of the economies of scale in managing a large range rather than a family farm. Both aspects of this response have to be anchored firmly in the management of resources available to each village: the village must not depend on the vagaries of tourism as the source of its permanent income. Higher incomes and employment opportunities have to be created, and can be created, within each village by more systematic exploitation of the resources in its territory.

This, basically, is the message that Dr. Akhter Hameed Khan took to the residents of Passu on 1st August.

AGA KHAN RURAL SUPPORT PROGRAMME

GILGIT

VILLAGE MEETING IN PASSU - 1 AUGUST 1987:

Will Passu Find the Real Gold?

Recorded by: TH

AKRSP team:

Dr. Akhter Hameed Khan	(AHK)	
Shoaib Sultan Khan	(SSK)	General Manager
Tariq Husain	(TH)	Deputy General Manager
Izhar Ali Hunzai	(IA)	Programme Officer
Essa Khan	(EK)	District Programme Engineer
Mohammad Iqbal	(Mil	Social Organizer, Hunza
Karim Jan	(KJ)	Audio-Visual Assistant

THE NATURE OF PASSU'S CRISIS

In 1983, AKRSP gave a grant to the Passu VO for the construction of a new channel. In 1984, when the channel was nearly complete, AKRSP and the VO surveyed and prepared a plan for 265 hectares of new land that would be irrigated by the new channel. In 1984, the Passu VO appeared to be a model for other villages - it seemed to be a cohesive group of villagers, led by respected activists, who understood the need for developing their agriculture through collective management, and had saved large amounts of money in their VO account. Almost all AKRSP visitors were taken to Passu, including members of the Board of Directors and representatives of Canadian donors (one of whom gave a stirring and emotional speech paying tribute to the spirit of Passu).

In 1984, the KKH was opened to expatriate tourists wishing to travel beyond Passu to Soust. In 1986, the Pak-China border at Khunjerab, and all of KKH, was opened up to third-country nationals for unrestricted travel The number of overseas visitors registered in Gilgit Town increased by 191% in 1986. Hotels sprang up all along the KKH, including two new ones in Passu Employment in tourism-related activities picked up substantially. Passu benefitted particularly from the larger number of visitors trekking along the famous Batura Glacier that falls within Passu's traditional watershed-territory.

The commercial spirit began to affect Passu in other ways, too: Passu begun to shy away from investment in agriculture. Land development proceeded at a much slower pace than *had been anticipated in 1984. Instead, the VO used Rs. 100,000 of its capital to go into the business of supplying electrical appliances to the villages of Gojal which were hoping to get electricity in 1986 from the new Khyber hydel station: this business has almost certainly brought losses to the VO. due to the delayed arrival of electricity. Most significantly, the Passu VO lost all appearances of cohesiveness, the established rivalry between the pro-Mir and anti-Mir factions that are present in many Hunza villages began to undermine VO activities, even as Passu's most articulate activist turned into a hotel-keeper, and others turned to trade and tourism.*[9]

The growth of education and off-farm employment opportunities for Passu has meant an effective labour shortage for many agricultural activities. One result of this is slow land development: another is the tendency to try and sell off livestock. Wage labour for agricultural activities, a common phenomenon in villages lower down the Hunza valley, is unknown in the Gojal area: the labour shortage is a new phenomenon in Gojal and the market for imported labour, especially Balti workers, is yet to develop.

The present conditions in Passu exemplify the crisis facing many of the accessible, tourism dominated villages of Gilgit. These villages require a response from AKRSP that recognizes the nature of change, and, simultaneously, addresses the issue of agricultural development in imaginative ways.

9. This crisis shows very interesting contrast between market led development that AHK cautioned against and community led development that he always supported.

THE THEORETICAL RESPONSE TO PASSU'S CRISIS

To begin with, we have to recognize the force of change: the young will not come back to the farm once they are educated: the subsistence family farm is disappearing. This has happened all over the world; there cannot be an exception in Gilgit. The attractiveness of education and a more comfortable life-style is spreading like wildfire. The elderly can tend the crops and animals for only so long.

What is the alternative to the diversified, subsistence-oriented family farm with its high labour and management requirements?

The farmer's needs for secure production and cash incomes can be addressed in future by collective management, specialization in labour and production, and a land use pattern with less intensive labour requirements. The theoretical response, thus, has two essential components:

1. technological innovation (with a focus on land): this involves a transition from labour-intensive, crop-oriented land use patterns to extensive agricultural development based on the optimal use of the entire territory available to a village, including its forests, pastures, watersheds, glaciers, etc.;
2. institutional innovation (with a focus on human resources): this entails a transition from subsistence production on each farm to specialization of work within a village: labour-sharing; and the exploitation of economies of scale in managing a large farm rather than a family farm.

Both aspects of this response have to be anchored firmly in the management of the natural resources available to each village: the village must not depend on the vagaries of tourism and trade as the sources of its permanent income. Higher income and employment opportunities have to be created, and can be created within each village by more systematic exploitation of village resources.

This, basically, is the message that Dr. Akhter Hameed Khan took to the residents of Passu or 1st August.

THE MEETING

The meeting with the Passu VO took place in the Hunza-style room of Ghulam Mohammad's Passu Inn. AKRSP's District Programme Engineer Skardu, Mohammad Darjat, was present in Passu on leave; Darjat translated Khan sahib's words into Wakhi, sentence-by-sentence.

GM	You had made a plan for land development after you constructed your channel. Is your work proceeding according to the plan, or has there been slower progress than anticipated?
Ghulam Mohammad	It can't be done according to the plan. We had planned to do land development collectively, but that method did not work out in our *village..... The* five-year plan that had been made for us had little relevance to the conditions prevailing in our village.
GM	But that's not the point, Ghulam Mohammad. As you have said, the question is one of collective management. The VO's reason for existence was simply collective management.
VO Member	As far as the channel and its maintenance is concerned, we work together. We also decide collectively on individual plantation targets, so everyone does that. But it is true that development of each plot is done individually....
GM	Sanjar Baig, the basic question is one of management. It won't affect me or my colleagues whether or not you develop your land. But you should consider what Khan Sahib has to say.
AHK	I am looking not only at Passu, but at scores of villages. And in my view there are villages that are succeeding, and villages that are failing to do the work. There are many villages like Passu which don't want to do what they had thought about three years ago. I want to explain to you that decision which you have to accept in order to achieve a very big success. This decision confronts most of the villages here. You have to decide whether your pucca income, your major income, your children's income, their children's income will come from agriculture and land, or from some other source. You have to decide whether what Almighty Allah has given you in these mountains is a blessing or a curse. What is happening now, particularly in Passu, is that the tourists are coming, and you are making good money from tourism. When we were working in other villages 4-5 years ago, the Public Works

Department was funding roads, etc. and people thought that was a big source of income. Ghulam Mohammad, there are a few villages now which have understood that their major and permanent source of income for the future will be land. Not because to kanals of crop land have increased to 12 kanals or 100 trees have increased to 125. Those villages have thought like this, we have 5,000 kanals of barren land; then we have another 25,000 kanals of land, on which we will have lakhs of trees; we will develop huge pastures and become owners of thousands of heads of livestock. They have understood that these tourists and service-employment are temporary things, but that their land has supported them for generations in the past, and they can transform this land so that, in 10 years, they can increase their incomes up to 10 times, and bequeath these incomes to their future generations.

As an old man living in Karachi, I want to say something to you. You should know that the conditions that are evolving in Pakistan will mean big setbacks for tourism in the next 4-5 years. Forget about other people's statements - our own President said after the Karachi bomb blast that this is only the beginning. Keep this thought in your mind - the situation in Pakistan is bad. so don't pin your hopes on tourism. Whatever you can earn from tourism, consider it a premium. But it is dangerous to think of it as a permanent source of income.

[Several large tourist groups have cancelled out this summer - T]

Now I'll return to my main subject.

There are some villages that have now understood that their real asset, their real source of income is their land-mountains, forest and pastures. And once they decided this, they also understood that if they want to be the owners of lakhs of trees and thousands of animals and thousands of kanals of pasture land, and if they want to sell thousands of trees and animals every year, then they can't do this individually. For example, once they plant thousands of trees, they can't go and look after the trees individually. I can tell you about villages that have engaged the services of up to six *chowkidars*; the VO pays for *them.* And realize that six jobs have been created there. You will see that those villages have restricted the free-grazing of livestock. so that they may protect their pastures and trees. And they have started calculating their future incomes. You are surprised and pleased at getting a hundred rupees from a tourist. You should know that our engineer Hussain Wali Khan had planted 22 poplar trees around his field five years ago - he sold them for Rs. 18.000. You do not have the correct picture of the wealth you can produce from your village.

Ghulam Mohammad sahib and my dear villagers of Passu --

The first decision is whether you want to develop your real asset, your major source of income - this land that God has blessed you with, that has sustained the generations of your ancestors and will sustain a hundred more generations - do you consider this land to be your major asset, or will you rely on income from a few minor errands? Will you decide, as other villagers have decided, that in the next 10 years you can multiply each family's income 10 times? Can you not create jobs for your children within your own village? Can you not, before you die, decide to leave a bequest to your children that will help them and their children prosper? If you decide in these ways, then you will have to pay attention to your land. You can do other work, too, but you should realize that land is your primary resource and the other jobs are secondary. Tourists are here today and gone tomorrow. But your land has been there for thousands of years, and will still be there for thousands of years in the future. And if you decide that this land is your mother and your wealth, then you will have to develop every inch of it - not just increase your 10 kanals to 15 kanals

We spoke to the villagers of Jalalabad yesterday. They have decided that they are going to evaluate the entire 36.000 kanals of land in their territory. And they are going to develop every single resource within that territory – trees, pastures, herbs, stones, water, bushes - everything. The day you decide that land is your real wealth, that you will be the owners of lakhs of trees and thousands of kanals of pasture land, selling thousands of trees and animals, that day you will again have to consider collective management. You will have to engage the services of chowkidars, shepherds and experts. What you spend on these people will fetch you 50 times in return. Once you decide on these issues, then call us back to your village.

Now, consider one more thing. There are many other villages like Passu, where people have lost interest in agriculture, because there are fewer people now who are willing to work hard in agriculture. In villages around Gilgit, up to 70% of the families are engaged in government jobs. But it will be a great loss if this results in the destruction .... orchards and crops. So, my dear Ghulam Mohammad sahib, members of the VO - my suggestion is that the VO should take over the responsibility for agricultural ..... as a contractor: individuals can take up jobs wherever they want, but they should pay for the VO to undertake their agricultural work. If you can't find enough workers within your village, you should have your VO engage 5-10 Balti workers. Or if there are people within the Village with small landholdings and spare time, the VO should engage their services.

How will this benefit you? You will benefit because your real assets will continue to grow.

If you think this can't be done, please let me hear about it; otherwise, consider this suggestion seriously. This is a suggestion for villages with labour shortage. This will make the VO an employment agency. Those with little or no work will find an additional source of income. And land development will continue - trees will be grown, and farms will be tended. By all means, go and earn Rs. 150 from tourism, but be prepared to give Rs. 50 to the VO so that your real assets can be developed as well.

Let me tell you a story now of when New Zealand was discovered and gold was found there. Two brothers migrated to New Zealand. The younger brother, by nature, was greedy; the elder brother, by contrast, was wise and patient. He saw that everyone was taken in by the gold rush, and all the fertile land was lying unattended. He said to his younger brother: "Go and look for your gold. I have found gold already". He staked his claim to the land, and stayed there with his horses and cattle. The younger brother set out in search of gold. He bore great hardship, and found some gold; but he couldn't find anything to eat, since you can't eat gold. After great misery and hunger, he returned to the elder brother, and asked for food. The brother offered all his food, but asked for all the gold in return. So the elder brother ended up with all the gold in a few days! Then he suggested that they both return home. The younger brother was most upset, and complained that he had nothing to return home with, since the elder brother had gathered all the gold. At that point the elder brother returned the gold to the younger brother, and said: "Here, take your gold back. But remember now what is real gold".

When we started working here, people would ask us to provide jobs, or set up factories - they had given up hope in their land. Now you have been entrapped by greed a second time. Earlier, you had started realizing that you have great wealth, that if you worked hard on it you would be rich in 5-10 years. But now again, like the younger brother, you have set out in search of false gold, and any such gold will go to waste.

[Discussion among VO members in Wakhi.]

Dariat (translation) to AHK. They say they understand what you are saying, but that their hands are tied. Their children are in school, or they are looking for jobs; they are in search of gold. Those of us old people who remain are working as best as we can. We have cultivated some of the new land. But we cannot work the way you suggest: we are old and weak.

AHK Get the VO to arrange for workers. Hire those who have time to spare. Or hire those who are working elsewhere - pay them their due wages.

[Discussion among VO members in Wakhi]

Dariat (translating). My uncle says that they have not given up on land development. In the first 3 years, the channel was not strong enough, so they were watching it carefully. This year they are confident about the strength of the channel, and they will proceed with land development in the future.

AHK Tell your uncle that we have a balance in which we can weigh Passu against other villages. I am saying to you that a large amount of capital has been invested here. You have worked very hard, and collected a large amount of capital in the VO. But what you *are* doing now means that all that investment will yield a very small return: it is like digging up a mountain for a handful of straw. The kind of revolutionary changes in your well-being that were about to take place have now been stopped.

The little nuggets of gold you pick up from the tourist have become stuck in your throat - you are being stifled.

(Discussion among VO members.]

GM — Consider carefully what is being proposed to you. We are not saying that you should give up your jobs in tourism. But you should decide that, in order to develop your land, you need to make collective arrangements for mobilizing labour from within and outside the village. You don't even have a shortage of capital - you have already taken a loan for land development. How can you go on attending to the tourist trade while you are hoarding the land development loan and land is not being developed? Why have you taken that loan? Tell me why I shouldn't take the loan back from you. Why did we give you the loan? We gave it so that you could develop your land quickly and increase your Incomes. But if you are not developing your land, what rights can you claim to the loan?

You can work out yourself the benefits of investing in land. But you are not investing in it.

[Ghulam Mohammad addressed the VO members in Wakhi, reminding them of their countless meetings and the opposition of 2-3 members to collective arrangements by the VO. Ghulam Mohammad is keen to force the issue, and requests the GM not to interrupt his speech to the villagers. He is visibly moved, and berates the villagers for allowing discord to undermine the VO. He states plainly that the villagers have gone against the mandate of Mowlana Hazir Imam and the wishes of AKRSP.]

GM — Ghulam Mohammad, please also tell them that the Imam is coming to visit Chapurson and Soust, but he will not visit Passu.

AHK — Tell them that we will try our utmost that he doesn't visit Passu.

GM — He will go to Chaperson, to Soust, and to Khyber - but he will not come to Passu. Why should he come to Passu, to see what?

AHK — Should he come to grieve at what you have done?

(Ghulam Mohammad continues to berate the villagers, alternating between Wakhi and Urdu, telling them that they have brought shame upon themselves. They have great savings in the VO account, but that is a useless achievement, he says: AHK agrees. They have a land development loan of Rs. 122.000, but that is nothing either. They have told lies to AKRSP, they have ignored the teachings of Mowlana Hazir Imam. They have only themselves to blame for their sorry state.]

AHK — Ghulam Mohammad, tell them that AKRSP extended them a hand of friendship, assisted them in every way, gave them strength, and loved them and they spat in our faces! Let us go.

The meeting broke up in pandemonium as the visitors left the room. There were heated arguments between VO members; one villager grabbed his shoe to use as a weapon.

And some wept.

Outside, Khan sahib reminds us, "Our relationship with villagers is not a social relationship. Our role is that of a teacher, or surgeon. The teacher uses the rod occasionally, and the surgeon must use the scalpel if necessary."

cc:
- All Section Heads
- Chairman of the Board, Karachi
- Mr. Shaw, Geneva

TENTH VISIT TO AKRSP GILGIT

11 JUNE - 22 JUNE 1989

ANALYTICAL REVIEW & DISCUSSION

WITH THE MANAGEMENT GROUP - 20 JUNE

SECTION 1 - "DIAGNOSIS" Of? PROBLEMS

1. Let us review what has been done and what else should be done.

Using your medical terms: What was your diagnosis of the rural condition and what was the prognosis? After five years of treatment, how is the present condition and what should be the future treatment? Or, in other terms, what were the problems. as you saw them, what were the solutions offered by you? What improvements have taken place?

And what should be done for further progress?

What has been accomplished by past strategy, and what, in the light of experience, should be the future strategy?

It may be tedious to return to old issues: but frequent theoretical reviews are essential.

2. Let us make a list of your diagnoses:

First of all you noticed that the physical infrastructure was in a terrible state.

There was a great shortage of water and roads: lack of water restricted agriculture and lack of roads restricted marketing and consequently inhibited production.

One aspect was not fully recognised in the beginning, the importance of ecology of mountains and forests. It has now come in clear view: the destruction of forests and erosion of mountains. They were deteriorating so rapidly that the entire economy was in danger.

Your first diagnosis was that priority must be given to the construction of physical infrastructure: water channels, and roads should be built.

But you realized that the needed network of kuhls and roads was so widely scattered that it could not be built by a department or a central agency.

Your view was unconventional: the conventional view was that the kuhls and roads needed by the villagers should be built by NAWO or District Councils.

Your view was that the widely scattered village kuhls and roads can be built only by utilizing local knowledge, local labour and local managerial talent.

In other words, you had come to the conclusion that for building rural physical infrastructure we should start with the building of rural institutional infrastructure.

You had discovered that in the Raja's time, when the feudal system was fully alive, new villages were settled and new land was reclaimed. After the decay of the system few new villages were settled, inspite of greater need.

Therefore your program of PPl (Productive Physical Infrastructure) was based on the program of forming VOs (Village Organisations).

3. Your approach to the problem of low productivity was also a little different.

The conventional approach was to introduce improved varieties and breeds for increased production. You gave priority to the prevention of losses by pests and diseases to crops, orchards, cattle and poultry.

4. Your fourth diagnosis was that development required capital: without much infusion of capital there would be little development.

The conventional approach ignores the relationship between investment and growth, and thinks mostly in terms of distribution of favours and patronage.

AKRSP provided some capital to the VOs, but insisted that the VOs themselves too must accumulate their own capital.

You taught the VOs that increased production depends on increased investments and increased investments depend not only on loans and grants but also on savings.

You are now teaching them that as they increase their production they should also increase their savings, and only thus can they sustain the cycle of growth.

5. About marketing you paid special attention to the exploitative and restrictive role of the middleman.

With the help of special marketing credit VOs tried to rescue their members from old usury and teach them the benefit of cooperative marketing.

6. You decided that in view of the physical situation Gilgit villages must become autonomous: they should not be too dependent on outside agencies.

For instance, for vaccinating cattle, or spraying crops, to expect that it would be done by a central agency, is unrealistic in mountainous areas.

Therefore VOs should develop this capacity for themselves by training and paying their own experts.

SECTION 2 - PROGNOSIS Of PROGRAMS

1. Your "diagnostic surveys" had shown that the most urgent demand was for water channels - the kuhls

You were not the first agency to meet this demand.

In the Raja's time too kuhls tlad been made by traditional methods; after Pakistan big engineering departments had tried to make kuhls

How was your approach different?

You insisted that every village should make the loan for its own kuhl - but you introduced an innovation: the planning as well as the work was done by a team in which your engineers joined hands with the villagers.

It was perhaps the first time that scientific planning was brought to the village level, and modern engineering was combined with traditional experience.

For this combination we have used a metaphor - "grafting".

Traditional experience and practices have a sound basis, but in some respect they are restricted, and do not have the dimensions created by a century of scientific progress.

The two need to be combined, and in all fields: whether it be irrigation or road engineering, agriculture, horticulture, forestry or animal husbandry. Traditional knowledge is to be supplemented with scientific knowledge and traditional practices with scientific techniques.

When you introduced the planning of the kuhls by VOs assisted by AKRSP engineers it became possible to make kuhls which were bigger and better than those made traditionally. These kuhls would not have been made without the "grafting" of modern engineering on traditional practices.

By Joint planning by "grafting" many remarkable kuhls were made with surprising speed at surprisingly low cost.

2. According to conventional wisdom rural poverty was due to low productivity, which was mainly due to poor varieties or poor breeds, non-use of fertilisers etc Therefore priority should be given to introducing new varieties. new breeds and new methods.

You gave priority to prevention of huge losses which were taking place so obviously. Spraying of crops and orchards or immunisation of cattle against epidemics could be introduced immediately.

Certainly better varieties etc. should also be introduced gradually, but the current losses (estimated to be about 30%) should be stopped immediately.

And you realized that the prevention of losses should be the responsibility of the VOs.

You made the village autonomous for kuhls and roads; and you *tried* to make them autonomous *for* spraying and vaccination, by training members nominated by the VOs as plant, or animal specialists.

It was a difficult proposal to make the villagers responsible: they were convinced that it was the duty of the government to spray their crops or inoculate their cattle.

Our leaders in fact have made such promises to the villagers--promises which cannot be fulfilled.

It is beyond the capacity of any government department to look after the village kuhl, or road, or crops or cattle. Only the villagers themselves (and VOs) can do that properly.[10]

In the mountains only an autonomous village ensures development. Too much dependence on outside agencies is the road to frustration.

Not all the trained specialists are good; and some VOs have not even trained them. But your prognosis your insistence on autonomy - is correct. There is no other alternative.

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10. This statement and this report give an excellent analytical summary of AKRSP approach. Not understanding this approach is missing the train for rural development. That is what the statement 'First four years are AKRSP are four years missed by the world' means.

3. As in the case of the kuhl or road or spraying or vaccination, so in the case of credit and marketing, you made the village the base of planning and you tried to make the village autonomous.

Conventional credit does not reach the majority of small farmers. It is hijacked by waderas.

And conventional credit has a dismal recovery record.

Your VOs have built a credit system which reaches out to the majority and which has an excellent record of recovery.

Because it was based on village planning and autonomy your loan program caught on as quickly as the PPI program.

Both the access to the majority of small farmers and the *fine* record of recovery is due to the VO system - the formation of the group, its frequent meetings, the presence of a manager and a chairman holding the group together, and acquiring management skills, and constant training by Social Organisers.

It is these factors which are missing in conventional programs.

4. Another factor missing in conventional programs is effective emphasis on savings by the villagers.

You fully appreciated the need for infusing capital from outside for the sake of developing the villages. But you also appreciated the need for accumulation of capital by the villagers themselves through regular savings.

The villagers have responded positively, which clearly indicates that they can understand the working of the cycle of growth - investment - increased production - more savings - more investment etc.

You *have* made a very significant demonstration in the field of rural economics in Pakistan.

SECTION 3 - PRESENT CONDITION

What is the present condition?

1. You have created a social and institutional infrastructure which. in turn, is developing and maintaining the necessary physical infrastructure of kuhls and roads, the economic infrastructure of credit and marketing, and the technical infrastructure of plant protection and animal husbandry.

And, in my opinion, these are now permanent. Institutions take root when they perform necessary functions - when they deliver, so to say.

The VOs have built and maintained kuhls and roads, they have disbursed and recovered loans, they have collected savings, organised marketing, trained and remunerated their own specialists.

This new tradition of cooperative action and skill will not be forgotten easily or quickly On the other hand, it will spread.

Compare the poor condition of villages which have not trained specialists or whose managers have learnt management, with the well organised villages. Inevitably the former will, sooner or later, follow the example of the latter.

By teaching the village to become autonomous you are really reviving an old tradition. If you read the history of India or China you find that conquerors came and disappeared, but the civilization continued, because its basis was the autonomous village, looking after its own affairs.[11]

The new foolish expectation that a lot of things would be done for the village by the government or outsiders - that in fact it would get a "free lunch" - is contrary to the old tradition. It is a dream - a mirage. You should not encourage it.

SECTION 4 - INADEQUACIES

Your program - Social Organisation, PPI, Credit & Marketing. Agricultural Extension - are in a healthy condition as proved by statistical indicators.

But let us carefully examine some Inadequacies.

1. Let us begin with our first inadequacy: it concerns the mountain ecology. We understood the priority of kuhls and roads; but 1 think we have not yet fully understood that this area depends for its climate, its rainfall, its agriculture and livestock, on the preservation of forests.

This is the greatest danger and the biggest challenge laced by this area.

The forests were well protected in the Raja's time: in the first place because the people were tightly controlled: and secondly because a small population was controlled by high mortality.

Now there is anarchy and the population is doubling *every* fifteen or twenty years.

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11. A great insight. Political change is superficial and temporary and cultural change is deep, long lasting and meaningful. Perhaps that is one reason political change is of limited interest to people and makes limited change in their lives.

The forests are practically ownerless. They are being raped as a country is raped by invaders or a village by robbers.

The forests are without any protector. They are being distributed as loot or plunder. Foolishly, suicidally, the villagers themselves have joined in the plundering of forests, instead of protecting them as the very support of their lives.

Everything that is being done - building social or physical infrastructure, agriculture or horticulture - will fade and disappear if the forests disappear.

Without protection and further development and loving maintenance of forests there is no future for rural Gilgit.

Why are the forests being destroyed? On account of anarchy, the absence of responsible ownership. No property is safe unless it has an owner and protector.

Your future strategy will give priority to the protection, development and maintenance of forests through the VOs.

2. It is embarrassing for me, a generalist, to speak of inadequacy in a specialist program. But I crave your indulgence.

I want to point out that it is a temptation for experts to hope for quick results by introducing improved breeds.

In my view we should pay more attention to the improvement of traditional methods of feeding and housing.

I know from personal experience in Bengal that the Union Council member's cow gave 5 seers of milk while the small farmer's cow gave 2 seers. *The breed was the same; feeding and housing was different.*[12]

If we hurriedly introduce improved breeds, without improved feeding and housing, the improved breeds will soon fall to the level of local breeds.

Why not first upgrade the feeding, housing and health of the local breed like the Union Council member? Let us concentrate at least some of our research and extension effort on upgrading traditional methods and local breeds.

3. There were some inadequacies in our women's program. One reason for that was that health, child care, nutrition and family planning were excluded from it.

The other reason was the misunderstanding that there can be in Gilgit villages separate economic programs for women.

As a matter of fact, the family farms are very much of a joint business in which the whole family is inextricably bound in partnership

You have now redesigned the program. In the future strategy this inadequacy has been remedied by recognizing the fact of partnership and integration

My analysis on Women's program and its future strategy has been summarised separately by Ameneh.

SECTION 5 - FUTURE STRATEGY - INVESTMENT IN WOODLAND

1. We do not have to bother about the VOs: they are by now firmly rooted.

Neither need we worry about the physical infrastructure of kuhls and roads. Much has been completed and the remaining will also be completed in course of time.

There is no need here for changes in approach, stance or organisation

2. One new factor which we should introduce in our future strategy is to convince the VOs that the most profitable investments can be made inside the village itself.

VOs put their savings in a bank or post office; they get a mere 4% from which 2.5% zakat is deducted. Instead, they can make local investments which would bring much higher gain.

Some VOs have already discovered one spectacular avenue of Investment: tree plantation - a woodlot. When I first went to Oshikandass, I was amazed at what I saw there. Oshikandass had thousands of trees; every family had a woodlot, which was their main source of income.

In a recent visit to Mohammadabad I saw that it is becoming another Oshikandass. The duplication of a model is the real proof of its success Oshikandass is a model which can be duplicated in many villages.

3. We can divide land development into two categories: Cropland, and woodland or woodlots.

Levelling for cropland requires much investment and gives poor returns compared to tree plantation for woodland which requires less investment and labour and gives much higher returns.

Your forestry experts can recommend excellent varieties of timber, fuel and fodder trees for the woodlots. AKRSP should propagate this concept and help the VOs to make this investment both with loans and savings.

Films of villages like Oshikandass and Mohammadabad should be shown to other VOs and their managers should be encouraged to make personal visits.

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12. Even at community level the problem is the same as at the higher level-management of resources, better spending is more important than more spending.

DIGRESSION ON THE RURAL ECONOMY OF GILGIT

Fifty years ago this area was importing perhaps 10% of its requirements from outside. Neither the Raja nor the people needed any subsidies or foreign aid. Both were self supporting.

But what is the present position? Most consumer goods are imported from outside, very little is exported, small tax revenue is generated while large subsidies are consumed.

Watch the trucks on KKH and notice the proportion of imports and exports. Even timber and animals are imported.

What is the future of such an economy?

It must change; there must be more exports and less subsidies.

What can Gilgit export? Wheat? No. It can export only fruits, timber, animals, and other wealth hidden in the mountains - herbs, minerals, precious stones.

Your assignment is to make Gilgit prosperous. How can you make an area prosperous which is importing 90% and exporting 10%? For Gilgit the mountains are the real source of development and the only true hope of prosperity.

You have built the VOs, you have built the social and physical infrastructures, you have built the credit structure, you have popularised the concept of saving and investment. You have started the process of development.

Now you should make the VOs see that their real objective should be to produce a big exportable surplus of fruits, timber, animals, and other wealth from the mountains.

For this purpose the VOs should reconstruct the *third infrastructure* - the mountain with its forests and· pastures, nurturing large herds of cattle, producing vast quantities of timber, meat, skins, butter, cheese etc.[13]

SECTION 6 - FUTURE STRATEGY - FEATURES OF DEVELOPED VILLAGE

1. Let us paint a picture of the future "developed" villages.

A "developed" village will have two new features:

1. Protection and improvement of its "territory"
2. Cooperative services and supplies.

By territory I mean all the land in and around the village, with all its resources - water, soil, forest, pastures etc.

A developed village will have a clear concept of responsible ownership of its territory, its protection and improvement, instead of the present suicidal concept of plunder.

And a developed village will organise cooperative services and supplies for credit, marketing, plant protection and animal husbandry.

Numerous VOs have acquired the second feature (cooperative services) while only a few have acquired the first feature (protection of territory).[14]

2. We should remember that if we have a developed model it is easy to duplicate it.

There already are a few villages which have acquired or are in the process of acquiring both the above two features.

What should be the new priority in promoting this model of developed village? The creation of a conviction that their territory belongs to them, it is their future resource, it is their legacy to their children.[15]

On the growth of this conviction will depend the protection and improvement of territory, afforestation and range development.

As in the case of irrigation, so in the case of forestry and pastures, "grafting" of scientific methods must be done on traditional methods.

It may be more difficult in forestry than in irrigation. Much initial research about trees, grasses, soils, elevation, etc. has to be done and many experiments and demonstrations have to be made.

Research, experiment and demonstration require time and should not be hurried too much.

Your full package of advice for territorial or land development will emerge slowly from your research and demonstration, which, in my opinion, is being very well done by Michael Junkove.

3. When you are introducing innovations you may be introducing either something simple or complicated. A simple innovation can be multiplied fairly fast.

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13. We can perhaps rephrase it by saying that VOs have built physical and social capital and they now need to develop natural capital.
14. VOs
15. Let me refer to your mention of the first meeting with the duke in "Daddy and the Duke". AHK had already made the case for developing an ecological program which the duke thought was missing from your program.

Credit was a simple innovation and you have multiplied quickly.

Marketing was more complicated and it has spread slowly.

Protection and improvement of territory is a complicated innovation. You must proceed stage by stage, not omitting any link.

You should first concentrate on only five or six already existing model villages adopting territorial protection and improvement, with forestation, pastures, collective herds of cattle etc.

As these villages go further forward they may be turned into training and demonstration centres. Let managers and chairmen of other VOs come there and see with their own eyes and hear with their own ears.

Thus next year you have 25 new models.

4. I am often a wet blanket, saying "Don't go too fast" but not always.

There is a part of the advanced model which can be introduced quickly and widely, the village nursery. The village nursery, like other programmes reduces dependence on outside sources.

I would advise not to insist on the nursery being a collective enterprise of the VO. It would be better managed by a private entrepreneur.

Forests and pastures should be *collectively* managed though with specialised and paid gangs. But nurseries require Individual attention.

5. Your programmes have created a favourable climate for the emergence of private entrepreneurs in the village.

We need not encourage exploitative middlemen like the traditional merchant moneylender or privileged (with the help of ADB? loans) tractor or thresher waderas.

But there is room for commercial farmers, commercial dairy-men, commercial poultry farmers, commercial nursery owners - and other private entrepreneurs.

They are not exploiters. They promote production and employment. And it is their presence in sufficient numbers which will turn the present subsistence economy into a commercial economy which will produce the surplus for export.

The favourable climate *tor* private entrepreneurs has been created because your programmes - PPI, credit and marketing, agricultural extension - have opened new opportunities.

Your programmes have created opportunities as well as an urge for profitable investment through increased production.

And they have also created the means i.e. easily available credit and the habit of saving.

You may remember that when we first went to the villages we found that the farmers did not think that their land had a great profitable potential. Now the potential is visible

SECTION 7 - FUTURE STRATEGY - INCREASING FAMILY PRODUCTION

Taking full advantage of this favourable climate in our future strategy we should make an important addition: we should start a special programme for increasing production of family units.

What is the difference between the family unit and the commercial entrepreneur?

The commercial entrepreneur operates whole time and on a larger scale - as nursery owner, Dairyman, poultry farmer, processor etc.

For family unit the work is part time, supplementary, and on small scale, by members of the family themselves.

The families will plant trees, cultivate kitchen gardens, keep poultry and milk cows to supplement their farm income.

2. You may exclaim "but they are doing this!" Quite true. They are doing it in the traditional manner.

Now you are going to teach them "grafting" of scientific methods on traditional methods - a synthesis which will increase productivity and reduce losses.

Take, for instance, chickens or milk cows: you should give scientific advice about housing and feeding: or teach them to plant woodlots and kitchen gardens in their compounds.

By modernizing family production you can bring about considerable increase in the family income.

I am sure that as the families increase their produce there would be no difficulty in organising marketing of their wood, milk, eggs or vegetables.

SECTION 8 - FUTURE STRATEGY - THE VO BANK

1. Now that you have created opportunities for profitable investment in the village. the time has arrived to establish a bank in the village itself

This is another giant step towards autonomy. Until now the VOs have been running to you for short or long term loans. They can still do so, when necessary.

But for the commercial entrepreneur or the family unit the VO itself can do the banking.

AKRSP cannot examine every individual request or make a judicious decision. The VO, on account of intimate local knowledge, can easily do that.

Among VOs there are many who have two or three lakhs of rupees as savings.

It is foolish to let this money go (through the banks or the post office deposits) to Karachi or the big cities, while il can be much more profitably invested in the village itself

If you think about it, the existence of lakhs of rupees in the hands of the VO is almost a miracle. Imagine it every village in Pakistan was in this position.

Not only the VO has the capital for investment, it also has the managerial ability and social control for promoting commercial entrepreneurs and family units in the village.

In your future strategy the VO bank can play a very dynamic role.

SECTION 9 - MONITORING

1. Every teacher knows that. in a large class of students, some are good, some middling, and some duds.

Every organiser knows that, in spite of his best efforts, some units will not perform properly. Every general knows that in a real battle there will be casualties.

Human beings or groups are not uniform, the larger the numbers the greater is the disparity. Our duty is not to become either complacent or cynical. To say that all is well, or to say that it is all wrong, is stupid.

Our monitoring and classification should be done with great care.

In my opinion we should concentrate more on the pioneers, consult them more frequently, send them on tour to Other VOs, send other VO managers to their villages etc.

In the diffusion and acceptance of *innovations* there always will be pioneers, early adopters, late adopters, and laggards. If the pioneers and early adopters remain active, if they continue to progress, the laggards will follow them, in courses of time, inshallah.

Spending most of your time with laggards is like polishing bricks to make them shine like mirrors. More association with the pioneers will be good for you and good for them.

I conclude with the suggestion that you should hold separate conferences of the pioneers.

ELEVENTH VISIT TO AKRSP

16 SEP - 25 SEP 1989

During this visit mainly two subjects were discussed in several meetings with the Management Group and MER.

(The discussions were recorded and' would be glad to edit the transcripts if they are sent to me.) A bare outline is given below:

The first topic was the preparation of an impact study; the second topic was the extension approach adopted by AKRSP and how it differs from the "line and command" approach of government departments.

SECTION - 1 - IMPACT STUDY

AKRSP began its "diagnostic surveys" In December 1982. Its programmes have now been in operation for six years. A natural question is being asked: What impact have these programmes made?

First of all it is necessary to realise the limits of AKRSP's "intervention". While other (far more powerful) social and economic forces are transforming the *Gilgit* region, AKRSP is working only in certain selected spheres.

These spheres are circumscribed by AKRSP programmes. From the very beginning each programme has clearly outlined its objectives.

I have tried to summarise the objectives of main programmes in my last paper - "Analytical review etc". For instance the objectives of the programme of forming village organisations (VO) were:

1. to create a new social order to take the place of the collapsed old feudal order,
2. to create a local institution for constructing and maintaining village kuhls and roads,
3. to create managerial and technical skills in the village itself.
4. to create an effective tradition of cooperative management, popular participation and control.
5. to promote the concept of autonomy in resources, and managerial and technical skills.

Or the objectives of the PPI programme were:

1. to teach Village Organisations (VO) to plan and construct water channels,
2. and assume responsibility of maintaining. and where necessary, further expanding and developing them,
3. and learn to "graft" modern methods of engineering on traditional skills.

Or the objectives of agricultural development were:

1. to assist VOs in increasing crop cultivating, horticulture, forestry. and pastures,
2. and increasing the use of fertilisers, spraying and other modern inputs,
3. to introduce HYV of wheat and maize, new crops like potatoes, improved varieties of fruit and forest trees and forage.

Or the objectives of loan and saving programme were:

3. to make short and medium term loans available to most small farmers for increased production, cropland development, orchards, forests, pastures,
4. to create managerial ability in each VO for preparing loan plans. distributing loans, and recovering loans,
5. to create in VOs, through regular and frequent meetings. the discipline of honest use and repayment of loans,
6. and most important of all, to inculcate the habit of regular savings, and accumulation of their own capital.
7. and thus making them aware of avenues of local investment and laying the foundation of VO banking.

Indicators

The well defined objectives of each programme easily turn into indicators. Records have been kept in such a way that performance of every VO can be determined statistically in respect of each indicator.

AKRSP has regularly compiled and published quarterly and annual progress reports

An enormous quantity of statistical data is available for tabulation and analysis over a period of five years. If properly tabulated and analysed the statistical data for the indicators will present a reliable picture of the impact of AKRSP programme.

Basic tables will disclose the performance of each VO over the five year period and the extent of the impact of each *programme.*

Consolidated and categorised tables will reveal the general impact in the region.

Steps

The *first* step is to compile a basic list of the indicators for which the quarterly and annual data is available.

The next step is to compile a basic list of all Gilgit VOs showing their annual performance *for* all indicators *over* the five year period.

The third step is to prepare consolidated and categorised tables.

The fourth step is to carefully examine and analyse these tables, interpret their significance, and thus determine the dimensions of the impact after five years of AKRSP programmes.

I am willing to help in the compilation of the consolidated and categorised tables and their examination.

I am also willing to write a general introduction to the impact study as well as summary introductions to chapters dealing with separate programmes.

I think a comprehensive impact study can be completed within six months if we can work out the process of collaboration with MER, the District Office and myself.

I was greatly impressed by the efficiency and speed of AKRSP computer sections.

Mr. Najam Sethi of Vanguard expressed eagerness to publish the impact study.

SECTION - 2 - THE ESSENCE OF AKRSP EXTENSION APPROACH

In my "Analytical Review" I have shown how AKRSP programmes differ from departmental programmes. In the first place no department tries to promote VOs; only AKRSP does it.

AKRSP engineers do not build kuhls or link roads or other physical structures. They teach the VOs to build and maintain them.

AKASP staff does not, like the commercial banks or the Agricultural Development Bank, select loanees and distribute loans. AKRSP Social Organisers teach VOs to prepare loan plans, distribute and recover loans, collect their own capital and ultimately do their own banking.

AKRSP does not undertake to spray crops or vaccinate cattle. It invites vas to send members for training as plant or cattle specialists.

AKRSP's programmes are directed towards making the VOs independent, not dependent on "field staff". They create managerial ability, and technical skills inside the village, and promote formation of own capital and utilisation of own resources.

The essence of the AKASP approach is training and extension.

But the extension agents are the nominees of the VOs: managers, agriculture and livestock specialists, foresters.

Departments want their own extension agents, paid and controlled by them. And they want ever larger numbers of departmental employees - the so-called "field staff".

The performance of the line departments with huge numbers of field staff does not inspire much confidence On the other hand AKRSP's performance in engineering, credit, agriculture, forestry, - without much field staff, relying mainly on VOs, and using their nominees - managers, and village specialists as extension agents - has been much more fruitful than the field staff supervised departmental performance.

There is a natural desire to emulate the power and authority of departments and prefer paid subordinate field staff to VO nominees. The temptation should be resisted.

AKRSP should certainly strengthen its training capacity where necessary, but in respect of "field staff" it should not emulate the departments it should continue to make the VOs self-reliant, not dependent. The nominees of VOs have been the best extension agents and AKRSP experts should continue to rely on them.

TWELFTH VISIT TO AKRSP

10 JUNE - 22 JUNE 1991

My eleventh visit to Gilgit took place in September 1989, 21 months ago. I am sorry for the big interval. I was too involved with the Orangi Pilot Project and some other affairs.

My twelfth visit lasted for 12 days' which were spent in intensive discussions with the GM, the Deputy GMs, members of the Management Group, some SOs, some VO managers and cluster leaders. I could also visit some villages and talk and listen to villagers.

SECTION 1 - ANALYTICAL REVIEW - JUNE 1989

1. During my tenth visit, in June 1989, I had made, in long sessions with the Management Group, an analytical review of AKRSP at the end of seven years. I have carefully re-read this review. As I consider most of its conclusions still valid I enclose a copy. My present report is really a continuation of that analysis.
2. I had pointed out that AKRSP had made the following "diagnosis" of the miserable rural situation:
   - 2.1 The physical infrastructure of kuhls and roads was most inadequate.
   - 2.2 After the end of the old feudal system anarchy was prevailing everywhere.
   - 2.3 The villagers had no faith in the future of farming. They generally wanted non-farm employment.
   - 2.4 The rural economy was in a state of deep depression. Productivity was low and investment was minimal.

3. In the light of this "diagnosis" AKRSP had made the following "prognosis", or in other words, introduced the following programmes:
   - 3.1 A massive infusion of capital grants for building the productive infrastructure (PPI) of kuhls and roads.
   - 3.2 Establishment of a social or institutional infrastructure of village organisations (VOs).
   - 3.3 Another massive Infusion of capital in the shape of short-term agricultural loans for increasing productivity.
   - 3.4 A third massive infusion of capital in the shape of medium-term loans for land development - cropland, orchards, and woodlands.
   - 3.5 A fourth infusion of capital in the shape of marketing loans.
   - 3.6 Supporting technical programmes of improved agriculture, animal husbandry, and forestry.
4. *Instead of adopting the popular line and command methods. AKRSP preferred to assume a teaching role, giving social and technical guidance along with credit, and trying to make the village as autonomous as possible*:[16]
   - 4.1 VOs were entrusted to plan and build and maintain kuhls and roads.
   - 4.2 VOs were trained to give and recover loans, to collect savings regularly, and promote marketing.
   - 4.3 VOs were encouraged to select suitable members for training in plant protection and cattle vaccination and pay them for spraying the members' crops and vaccinating their cattle.
5. After seven years the results were quite visible and could be measured by statistical indicators:
   - 5.1 An extensive network of kuhls and link roads was built and was being maintained by VOs.
   - 5.2 VOs have distributed and recovered millions of rupees in loans, short and medium-term, to thousands of small farmers who previously had no access to cheap credit.
   - 5.3 VOs have collected surprisingly large sums in saving.
   - 5.4 Many VOs are paying their specialists for spraying and vaccination.
6. An outstanding achievement of AKRSP is that in a short period of six years it has pulled the Gilgit agrarian economy from a deep depression:
   - 6.1 New water channels, link roads, the fourfold massive infusions of capital, demonstrations of increased productivity, have created the hope of large profits from the land.
   - 6.2 Villagers everywhere are now eager to Invest in land development, even those who are engaged in non-farm work.
   - 6.3 Increased productivity, the linking of villages to markets, and availability of credit is promoting commercial enterprise.
7. Finally, the analytical review underlined some inadequacies, and suggested a few directions for future strategy. (For details see the enclosed copy of the report on Tenth visit).

SECTION 2 – REVISED SUGGESTIONS

1. Now after my Twelfth visit I take the liberty of making the following revised suggestions:
   - 1.1 A second round of PPls, primarily kuhls for water development.
   - 1.2 A few pilot PPls in specially selected remote villages for "territory" or range management.
   - 1.3 A few pilot PPls in specially selected villages for hydro-electric stations.
   - 1.4 Continuation of low interest shor1-lerm agricultural loans to VOs.
   - 1.5 Continuation (and expansion) of low interest medium-term loans to VOs for land development.
   - 1.6 Issue of low interest medium-term loans to VOs for purchase of milk cows by members.
   - 1.7 Issue of loans at current bank rates to commercial entrepreneurs both in the villages and in market towns like Gilgit.

It may be noticed that the aim of these suggestions is to sustain and further strengthen the spectacular growth which is taking place in the agrarian economy of Gilgit.

2. 2nd round of kuhl PPls:
   - 2.1 There can be little doubt that it was the extensive construction of kuhls and the increased supply of controlled water that created the surge of interest in land development in Gilgit.

16. Knowledge harvesting, grafting scientific knowledge with local knowledge and teaching local specialists to deliver services independently distinguish AKRSP's work from government as well as conventional NGOs.

2.2 It would be wrong to assume that all the available water has already been harnessed. Most probably only 20% of the water sources or less have been utilised.

2.3 Even a cursory tour of the villages will reveal that there is crying need for more water development.

2.4 It is also obvious that this new development, like the old development requires both financial and technical assistance.

2.5 However, the 2nd round of kuhls does not require free capital grants like the first round. Now VOs are rich enough to develop the kuhls with long-term loans.

2.6 In fact they are in a position to contribute a substantial amount from their own savings. To invest their savings in increasing their supply of water would be far more profitable than bank deposits, when there is double digit inflation.

2.7 The need for technical guidance for making bigger and better kuhls is as great as it was in the first round (probably greater). Luckily the AKRSP engineers are far more experienced than they were nine years ago and just now they are almost half idle.

2.8 So the VOs may be invited to prepare plans for the second round of water development and the engineers should assist them to make better and bigger kuhls.

2.9 The new plans should be financed by long-term low interest loans. Each plan should have a meticulous list of beneficiaries who will repay their proportionate share. They should be allowed to use their accumulated or future savings for repaying the long-term loan or even for contributing to the cost of construction.

2.10 As for link roads I think enough money is floating in the departmental programmes. With a little lobbying by AKRSP it should be possible to secure these funds for VOs to construct the roads under their management. However AKRSP engineers should help the VOs to make the plans for presentation to the departments.

3. Pilot PPIs for "territory" or range management:

3.1 The developing villages located in the vicinity of markets have started producing vegetables, eggs, milk, fuel and fodder for the market. This model of market economy is spreading and will spread more quickly with the availability of credit and the emergence of commercial entrepreneurs.

3.2 Remote and isolated villages require a different model - a model of range management resulting in large scale production of forest and animal products, which can be sent to the market, not daily, but at long intervals.

3.3 The development of this model - relevant perhaps for 25% of the villages - requires intensive social and technical guidance from AKRSP, and long-term loans.

3.4 AKRSP may select a village like Phandar or Chaprot where thousands of trees have already been planted.

3.5 A junior forester may be posted to this pilot village exclusively for two years as an advisor. (No jeep please - he should live in the village). His salary should be regarded as a research investment.

3.6 A comprehensive plan of range management should be prepared jointly by the VO and AKRSP forestry expert.

3.7 Long-term low interest loans should be advanced and beneficiaries should be persuaded to invest some of their savings in this highly profitable venture.

3.8 When the demonstration is complete the pilot village should be used as a training centre for similarly situated villages.

4. Pilot PPI for hydro-electric stations:

4.1 This is another model which requires intensive social and technical guidance for its proper development. But if fully developed and demonstrated it will be adopted widely and bring great benefits (and profits) to villagers, and boost the rural economy like the Japanese Suzuki Pick-up.

4.2 The hydro-electric apparatus designed by Hussain Wali Khan is a technical break through. What is now needed is managerial guidance and long-term loans for introducing it in the villages.

4.3 The pilot project will be a threefold partnership between VOs, a commercial entrepreneur, and an AKRSP advisor - preferably a junior Social Organiser posted exclusively (like the junior forester) for two years to *live* in the village until the model and its demonstration is complete. (No jeep please)

4.4 A long-term low interest loan may be necessary.

4.5 After a successful demonstration the pilot station will become a training centre.

5. Continuation of low interest short term agricultural loans:

5.1 The massive infusion of capital in the shape of low Interest-short term agricultural loans, and low interest medium-term land development loans has been - like kuhls and link roads - the crucial factor in demonstrating to the Gilgit villagers the profitability of work on the land, or, in other words, reviving the stagnant agrarian economy.

5.2 It is essential for sustaining the growth of the agrarian economy that these two crucial programmes of cheap credit for agricultural and land development should not only continue but should be expanded.

5.3 The VO members should be able to get short-term agricultural loans at the same low interest as before.

5.4 The well tested procedure- of submission of a loan plan by VO with 30% collateral should be followed.

5.5 To take away this facility of getting a low interest loan which is three times of the collateral will inhibit investment in agriculture. We should always remember that our chief aim is to promote investment in agriculture.

5.6 VO members should be permitted to repay their loan from their surplus savings, i.e. the amount of savings left after deducting the 30% collateral.

6. Continuation and expansion of low interest medium-term loans for development of cropland, orchards and woodland:

6.1 As pointed out above AKRSP should sustain and encourage the surge of interest in the development of croplands, orchards and woodlands.

6.2 A visit to Danyore or Mohammadabad shows how widely and efficiently this kind of development is managed. Foremost among the developers are those who are employed in offices or business.

6.3 Case studies of medium-term loans have revealed some anomalies: in some cases the VOs kept the medium-term loan amount in bank deposits because there was a big margin of difference between AKRSP and bank interest rate. However, although the loan money was "misused", the promised land development was actually done with members' own resources of labour and money.

6.4 This kind of "misuse" can easily be prevented by adopting the following procedures:

i. The medium-term loan plan may be prepared by the VO in the same way as the short-term loan plan i.e. the loans will be to individual members. It will not be a collective loan to VO.

ii. Each loanee included in the plan must indicate clearly the development that is to be done with the loan. (SOs should supervise plan preparation).

iii. Each loanee will surrender a 30% collateral from his savings.

iv. On receipt of the loan amount the VO will immediately disburse the loans to individual members.

v. Installments of repayments may be fixed at reasonable intervals.

vi No investment will prove more profitable for the largest number of village families than land development. And no other investment will ensure the growth of the agrarian economy of Gilgit as much as land development by the largest number of village families.

7. Issue of low interest medium-term loans for milk cows:

7.1 Villages close to growing markets are keenly interested in keeping milk cows. In order to make such villages "milk centres" medium-term loans on low interest should be given.

7.2 A reasonable term for repayment will be two lactation period.

7.3 The nature and objective of this new type of medium-term loans should be explained to SOs who may select suitable VOs for the creation of milk centres.

7.4 May be Dr. Farman Ali would like to supervise two or three of such potential milk centres in the vicinity of Gilgit as pilot projects.

8. Issue of loans to commercial entrepreneurs:

8.1 The growing agrarian economy is presenting many opportunities for commercial enterprise.

8.2 It would be worthwhile to encourage and help the entrepreneurs, both in the village and in the market towns.

8.3 There is no need for extending the same facilities to commercial entrepreneurs as are being extended to small farmers.

8.4 Commercial entrepreneurs can easily afford to pay the current bank rates of mark up.

8.5 Loans may be given to them by the VOs directly.

8.6 AKRSP may also utilise the revolving fund given by the World Bank Micro Enterprise Project for loans to non-farm entrepreneurs.

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