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Social Mobilisation: A Key to Poverty Reduction **South Asia Experience**

By: Shoaib Sultan Khan
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I am most grateful to Director of International Cooperation and Social Mobilization Department, LGOP, Aga Khan Foundation (AKF) and Canadian International Development Agency (CIDA) for inviting me to the Conference and to the World Bank for the financial sponsorship.

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:

“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 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. However, it was the World Bank which took Social Mobilisation to scale in the State of Andhra Pradesh in India. 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 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 Nineteenth Century Europe followed by Japan, China through Communes, 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. 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.

Gradually and incrementally we moved forward. I had already learnt my lesson a few years earlier at Daudzai in Frontier Province of Pakistan when using a blue print approach a portfolio of projects was prepared without consulting the communities, which later on was found to have nothing in common what the community wanted. The micro-variations at the local level demand consultation and dialogues with each and every community. 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. CIDA was the first donor which realized the potential of the approach AKRSP was following and offered assistance to AKF and continues to do so todate.

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 got thousands of villagers trained as service providers in agriculture, horticulture, livestock, forestry etc. and as managers of their organisations, identified constructed and maintained thousands of physical infrastructure works – irrigation channels, link roads, sprinkler irrigation, flood protection works, school buildings etc., increased their productive capacity, 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 and accumulated over Rupees four hundred million as their savings resulting in setting up of First Micro Finance Bank.

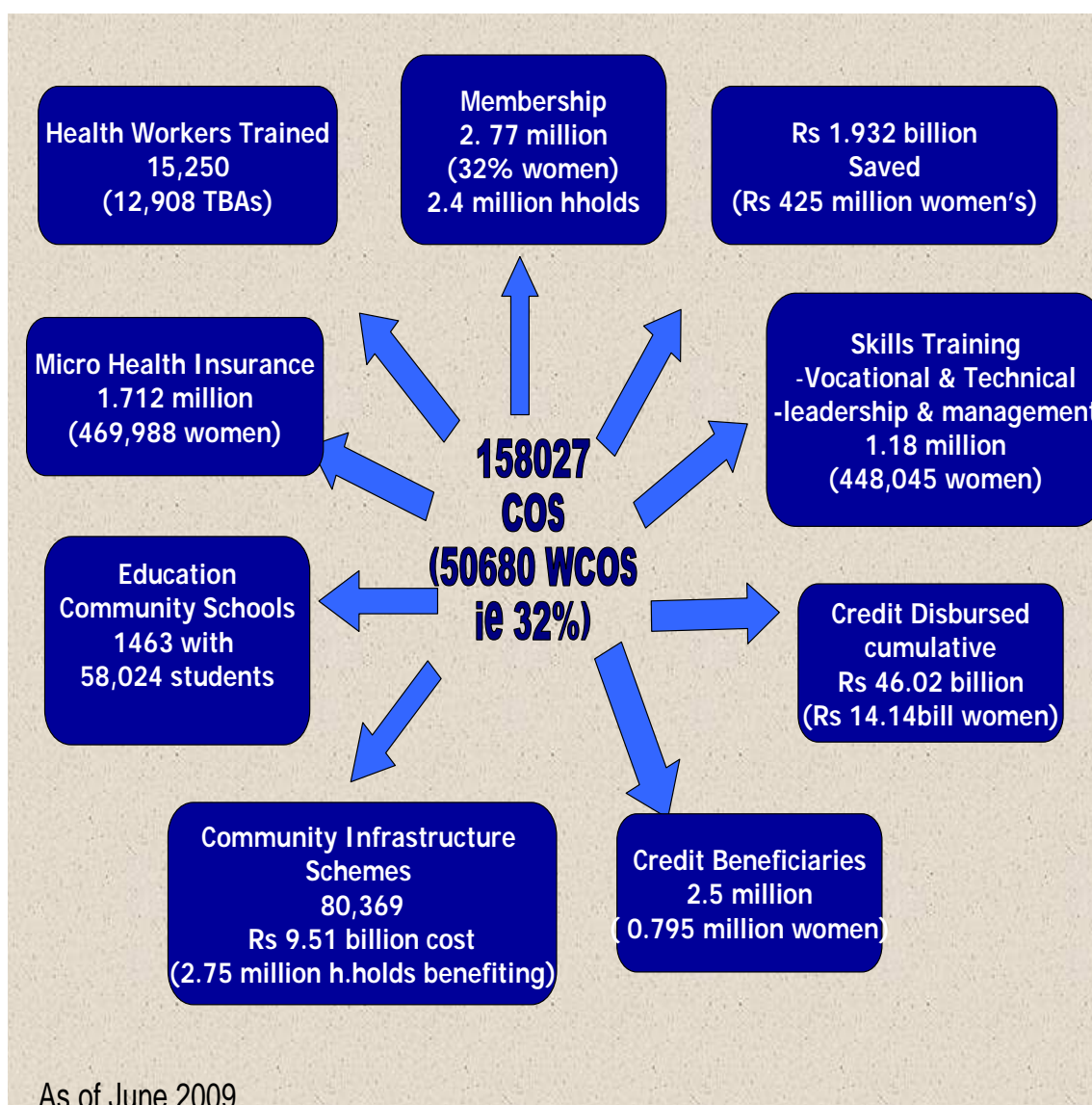
In agriculture, horticulture and livestock, the organized communities made quantum jump in introducing and later marketing apples from California and cherries from France. Their apricot is picked up by a London buyer from the farm gate at Gilgit.

Their initiative in protecting wildlife in collaboration with IUCN and WWF has given rich dividends sharing 75% of the proceeds of trophy hunting with the 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 including two micro-hydels supplying electricity 24 hours and savings and credit fund of over millions of 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 organised”. The village roads were marked with dust bins and environment was litter free.

Pakistan RSPs Outreach



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. 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 visits to Andhra Pradesh to SAPAP Mandals, I had never seen such a tremendous transformation in a short period 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.

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."

One of the important outcomes of mobilised communities in Andhra has been the adoption of Community Managed Sustainable Agriculture (CMSA) to date 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) 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 2000.

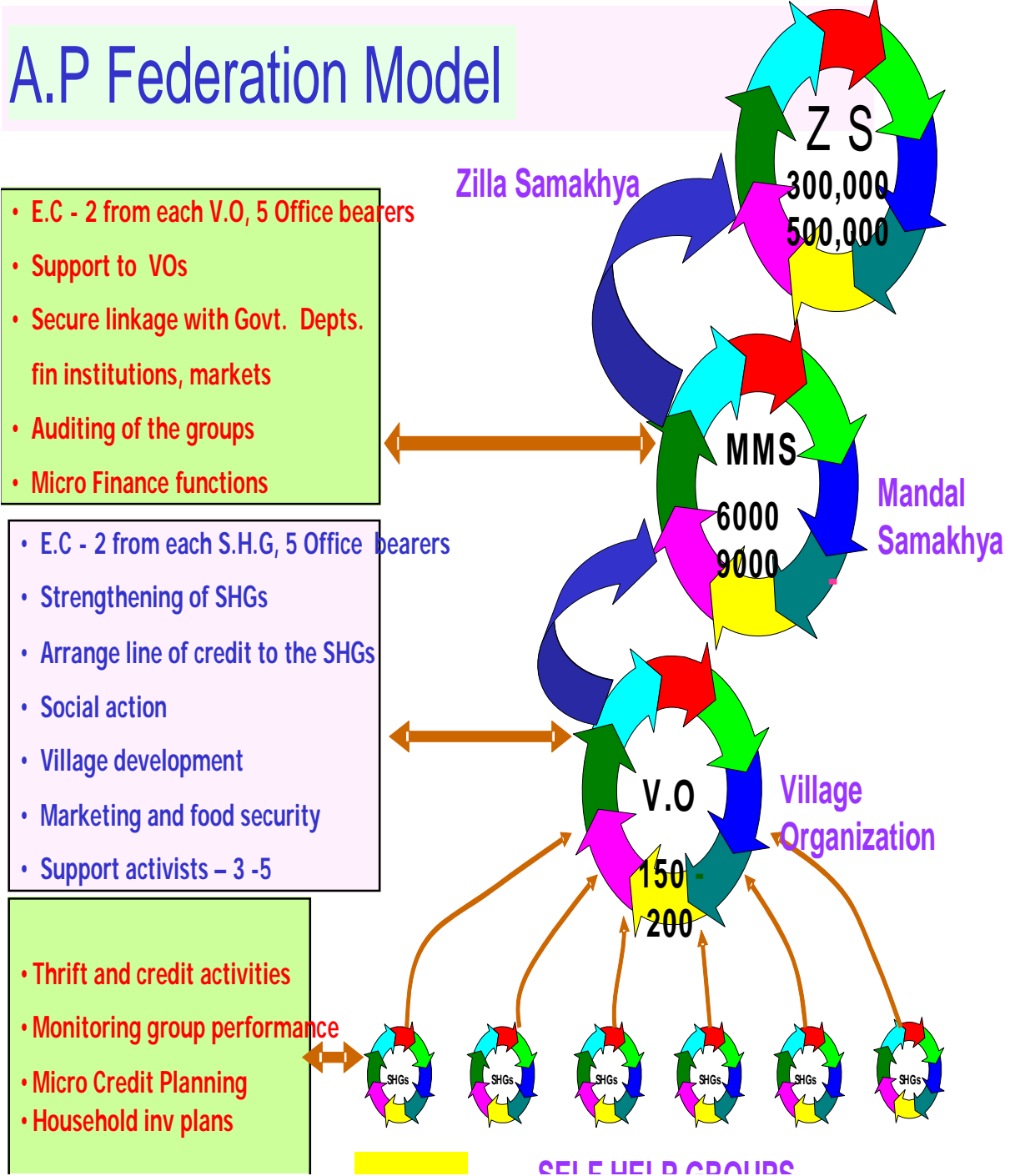
In 1999, on my invitation, the World Bank Vice President Meiko Nishimizu, after spending 5 days with me in the villages of Andhra Pradesh, told the State Government that this was “UNDP’s Miracle” and if the State Government wanted to take it to scale, World Bank would be most willing to support such a programme and subsequently helped the State Government in setting up Society for Elimination of Rural Poverty (SERP) to take the programme to scale.

In July 2008, I was again invited to Andhra which had by now organized over 10 million rural women households 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.

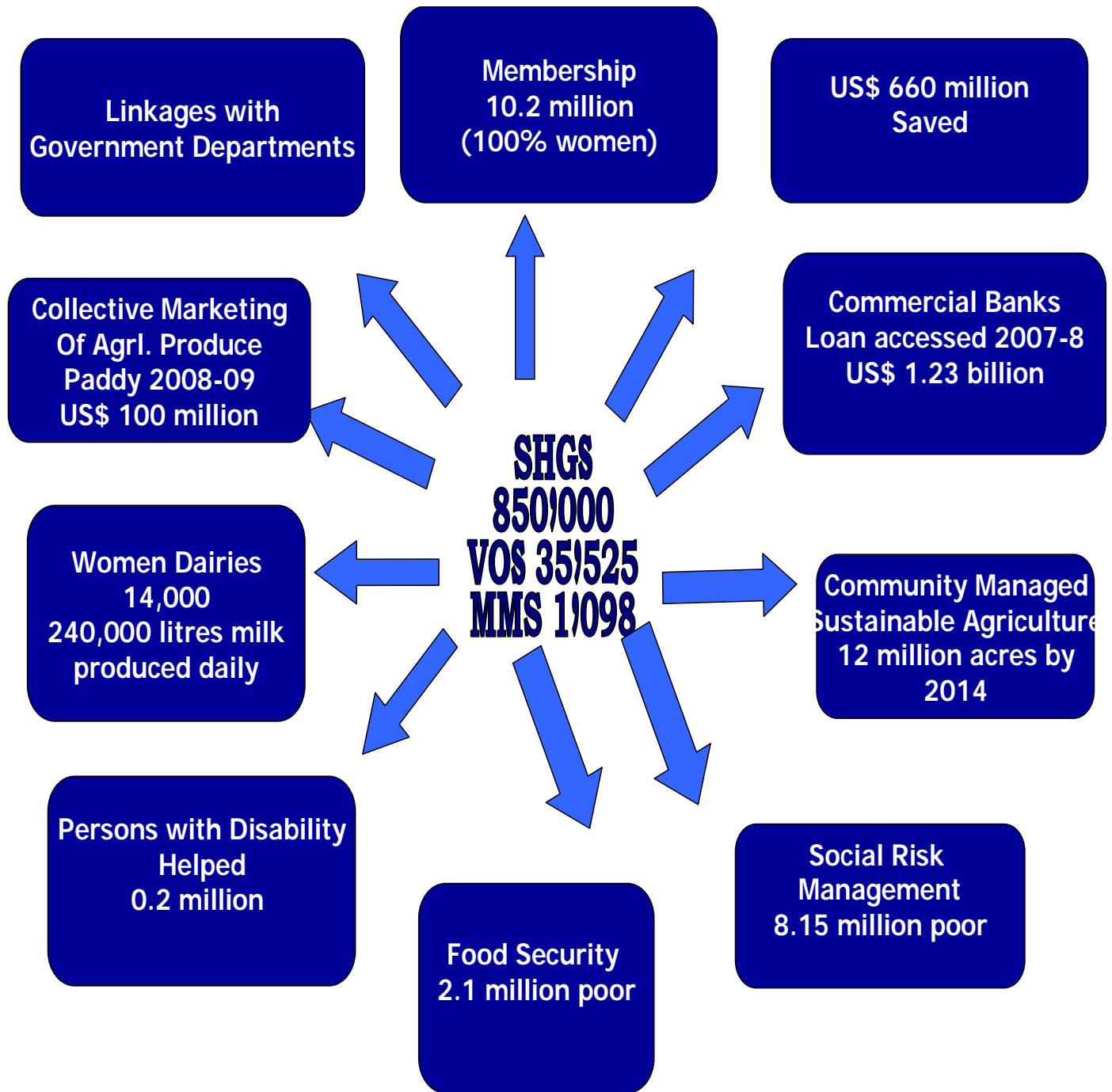
Andhra has been able to demonstrate an approach of poverty reduction encompassing over 10 million rural poor families comprising, nearly 45 million people which has no parallel anywhere in South Asia. Andhra has found the solution to rural poverty comprising:

- 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;



Key Impacts of Andhra Pradesh (India) Poverty Reduction Programme through Social Mobilisation



As of February 2009

- 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.

In 1991, South Asian Association for Regional Cooperation (SAARC) had set up an Independent Commission for Alleviation of Poverty. The Commission made an overarching recommendation which the SAARC Summit in its meeting at Dhaka in 1993 endorsed, namely, that Social Mobilization should be the centerpiece for all poverty reduction strategies of the governments of the region to be achieved by setting up independent and autonomous support organizations to mobilise rural poor men and women.

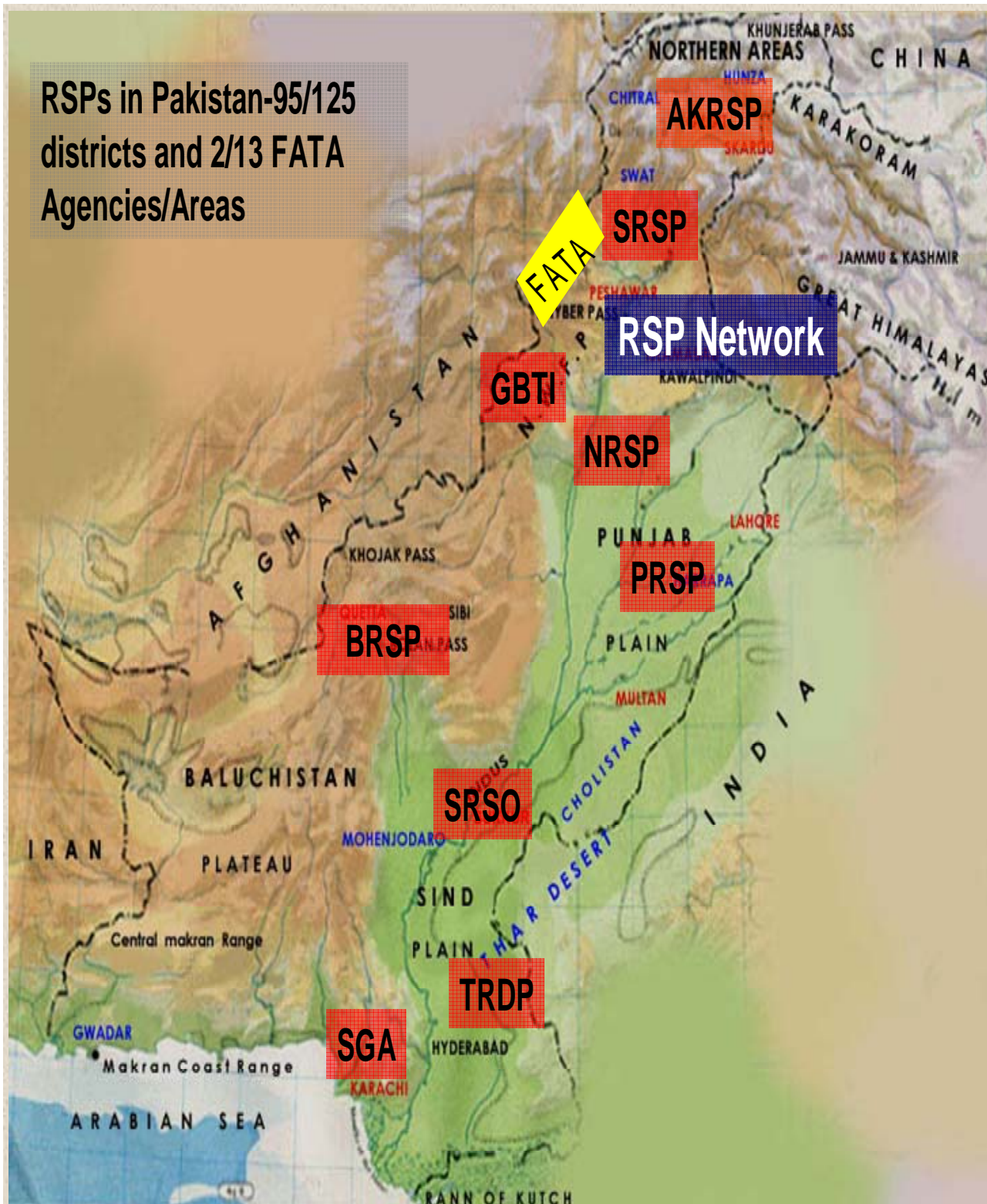
Dr. Akhter Hameed Khan used to say that in Pakistan, development will not come from the top. It will come from the bottom and it shall happen in pockets – one island formed here and one island there. AKRSP and its replication has shown how true it is. He also used to say that the problem of South Asia is not economic but moral. The organized communities at the grassroots in South Asia have shown there is both honesty and spirit of selflessness in rural areas of South Asia.

Today the DFID supported Rural Support Programmes Network (RSPN) in Pakistan comprises 9 Rural Support Programmes (RSPs) extending to 95 out of 125 districts of Pakistan covering over 158,000 communities with nearly 2.5 million households (nearly 13-15 million people) as members. Pakistan is probably the only country in South Asia where Government has provided resources since 1992 for fostering independent and autonomous support organizations as envisaged by 1991 Poverty Commission set up by SAARC Heads of State.

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 Chief Ministers Punjab, NWFP and Sindh want to make Social Mobilisation the centerpiece of their provincial poverty elimination strategies. The Federal Government is very keen to mainstream social mobilisation in the current Annual and the next Five Year Plan. The Government of Pakistan is seriously considering implementing a Union Council Poverty Reduction Plan with a strong women empowerment component countrywide. 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.

**RSPs in Pakistan-95/125
districts and 2/13 FATA
Agencies/Areas**



National Five-year Poverty Reduction Plan: Rural Component

S. No.	Activity	Nation-wide Cost (Rs. Mill)	Output Indicators	Output Targets
1	Social mobilisation & capacity building	14,608	- No. of households to be mobilised	9.8 mill households
			- Total No. of COs to be formed	974,000 COs
			- Women's COs to be formed	490,000 WCOs
			- No. of VDOs formed	83,500 VDOs
			- No. of LSOs to be formed	5,565 LSOs
			- Community representatives to be trained	2 million women and men
2	Small grants to the extremely poor	7,513	- No. of extremely poor households to get grant	300,500 households
3	Small loans to the chronically poor	14,608	- No. of chronically poor households to loans	1.98 million households
4	Vocational skills training	114,639	- No. of women & men to be trained	4.59 million
5	Social protection	12,288	- No. of poor households to get health micro insurance	9.83 million households
			- No. of community physical infrastructure projects to be constructed/repared	556,500 CPI projects
6	Job provision	194,775	- No. of man-days short-term employment to be provided	200.34 million man-days
			- No. of households to benefit	18.73 million households

Five-year Poverty Reduction Plan: Rural Component...

S. No.	Activity	Nation-wide Cost (Rs. Mill)	Output Indicators	Output Targets
7	Sanitation and Solid Waste Management	144,690	- No. of rural localities with improved sanitation - No. of households to benefit	111,300 localities 8.73 million households
8	Public-Private Partnership in education	111,300	- No. of UCs with PPP in education - No. of households to benefit	5,565 UCs 8.73 million households
9	Micro credit from RSPs		- No. of men & women accessing micro credit	3.1 million men & women
9	Training of local service providers	4,174	-No. of agricultural service providers to be trained - No. of livestock service providers to be trained - No. of basic health service providers to be trained	55,650 men and women 55,650 men and women 55,650 men and women
10	Operations and management	27,825	- No. of district offices to be set up	138 district offices
11	Total cost	646,419		US\$ 8 billion