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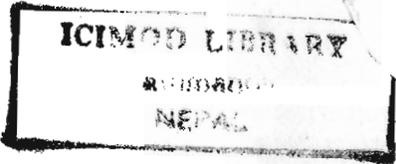
# Mountain Population and Employment

Discussion Paper Series

MPE Series No 11

April 1990

International Centre for Integrated Mountain Development



**ORGANISATIONAL INNOVATIONS AND THE IMPACT ON  
RESOURCE UTILISATION IN THE PAK-GERMAN  
SELF-HELP PROJECT AREA, BALUCHISTAN**

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**MPE Series No. 11**

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April 1990

International Centre for Integrated Mountain Development (ICIMOD)  
Kathmandu, Nepal

## FOREWORD

The discussion paper presented here by Dr. Saifur Rahman Sherani and colleagues, entitled "Organisational Innovations and the Impact on Resource Utilisation in the Pak-German Self-Help Project Area, Baluchistan," constitutes one of six case studies initiated by ICIMOD in conjunction with the Programme on Organisation and Management of Rural Development.

This programme focused primarily on the organisational resources and their relationship to the management of natural resources for sustainable development and increased productivity in mountainous areas. Across the Hindu Kush-Himalayan Mountains, rural development projects are relying on different strategies for the achievement of the above goal. These strategies are being implemented within a given macro-institutional and legal framework; presumably with adequate attention given to the sociocultural context. The framework and the context limit, as well as offer, possibilities to development agencies. The purpose of the case studies was to examine innovative institutional strategies implemented in projects (carried out by governmental agencies or nongovernmental organisations) and also to analyse and assess the utility and effectiveness of indigenous resource management systems.

I would like to thank the Aga Khan Foundation for the partial financial support in running the programme. I am also grateful for the assistance we received from the Nepal-Australia Forestry Project, the Dhading District Development Project, the Aga Khan Rural Support Programme and the Pak-German Self Help Project. The programme execution from ICIMOD's side was carried out by Dr. Anis Dani (now with AKRSP) and Dr. Deepak Bajracharya.

ICIMOD was also fortunate to have engaged in collaboration with professionals from various national institutions and project implementing agencies in China, Nepal, and Pakistan. Mutual consultations were held at various planning workshops and orientation sessions in Kathmandu and at the project sites. The participating researchers eventually agreed on the methodological framework and the set of questions that they would try to address. Sufficient flexibility was left, so that, at the discretion of researchers, responses could be made to site-specific situations.

**Research Methods.** A combination of techniques was used during the course of the research that lasted between six months to one year.

- o Collation and analysis of existing data from government and project records.
- o Selected open-ended interviews with relevant government officials, project personnel, and key resource persons from the region.
- o Field investigations in 8-12 villages within each project area, selected purposively to cover the various strata, the variable impact of development activities, and a range of resource management activities; rapid appraisal techniques were developed and each village was visited two or three times, altogether for about 7 days, to obtain details of specific components after preparation of an initial village profile.
- o Participant observation of project activities.

The **key questions** that the researchers were trying to address included the following:

- o Under what circumstances do existing resource management systems undergo institutional innovations?
- o What elements of existing resource management systems can intervening agencies build on: tenurial arrangements? property relationships? organizational structures? functionaries?
- o How do different kinds of interventions compare in terms of their ability to generate sustainable development and sound environmental management?
- o How does the user group internalize the benefits and costs of using the resource? How are risks shared? If benefits are not equally distributed, how are the losers compensated?
- o How does the user group ration a scarce resource?
- o How does the user group respond to development opportunities and entrepreneurial endeavours?

**Influencing Factors.** In addition, the following set of questions, which emerged from the reviews and research already conducted by ICIMOD, were also proposed for investigation during the course of the study:

- o Is the propensity of user investment in future returns related to the resource value, i.e., to the perceived value of the resource?
- o Does the tenurial security of the resource to the user influence the time horizon of local resource management?
- o If actual users have more responsibility for management decisions over their resources, are the resources more likely to be managed for long-term productivity at less cost to the supporting agencies?
- o Does increased equity in distribution of resource benefits encourage greater participation by user groups?
- o Will a resource management function be performed more efficiently if the performer is accountable to the local user group?

**Women's Role in Resource Management.** A third set of key questions, which appear to be of critical importance, deals with the role of women in resource management. These are:

- o What role do women have in resource management?
- o Is the role of women of particular importance in the use of certain resources, e.g., forests, grasslands, and water? If so, do they have any role in decision-making about, and the management of, those resources?
- o What are the constraints on women's involvement in resource management?
- o How do women perceive their own role in regard to resource management? How do they feel their participation can be improved ?

## ACKNOWLEDGEMENTS

I would like to express my thanks to ICIMOD for sponsoring the study and to the Pak-German Self Help Project, LGD/GTZ, for co-sponsoring the study and collaborating in its implementation.

I would like to thank Mr. Christoph Feyen for his support. He provided invaluable information about the Project without which this study would not have been possible. I am grateful to Mrs. Ute Hubner for information about the Women's Section activities and programmes in different villages. I deeply appreciate the Support of the Project Coordinator Martin Huebner, Christoph Feyen, and Dr. Anis Dani, now with AKRSP but Coordinator of the OMRD Programme at ICIMOD until June 1989. They read the earlier drafts of the report and made valuable comments and suggestions. Thanks are also due to Mr. Nayyar Iqbal and Mr. Edward Arthur, of the Social Development Section, who furnished a great deal of information about project activities in various villages. Mr. Karim Nawaz and Mr. Hafeez Buzdar assisted in data collection, field visits, and in preparation of village profiles. Mrs. Rosemary Gunter provided support services and typed the tables.

Dr. Ram P. Yadav (Deputy Director) and Dr. Deepak Bajracharya (Division Head), as well as the editorial staff at ICIMOD, made suggestions on the final text and I sincerely thank them for their unfailing interest. Finally, my heartfelt gratitude is due to the LGD field staff, project staff, villagers without whose cooperation the work could not have been completed within the short time span of four months.

Saifur Rahman Sherani

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