

REPORT OF

4TH (FOURTH)

ALL MEMBERS MEETING

SEPTEMBER 20 - 21, 2003

NATIONAL LIBRARY AUDITORIUM
ISLAMABAD

This report was produced by an editorial team consisting of Roami S. Hayat, Saad Gillani, Manzoor Khaliq and Rabeela Bangash

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network

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HUMAN RESOURCE DEVELOPMENT NETWORK

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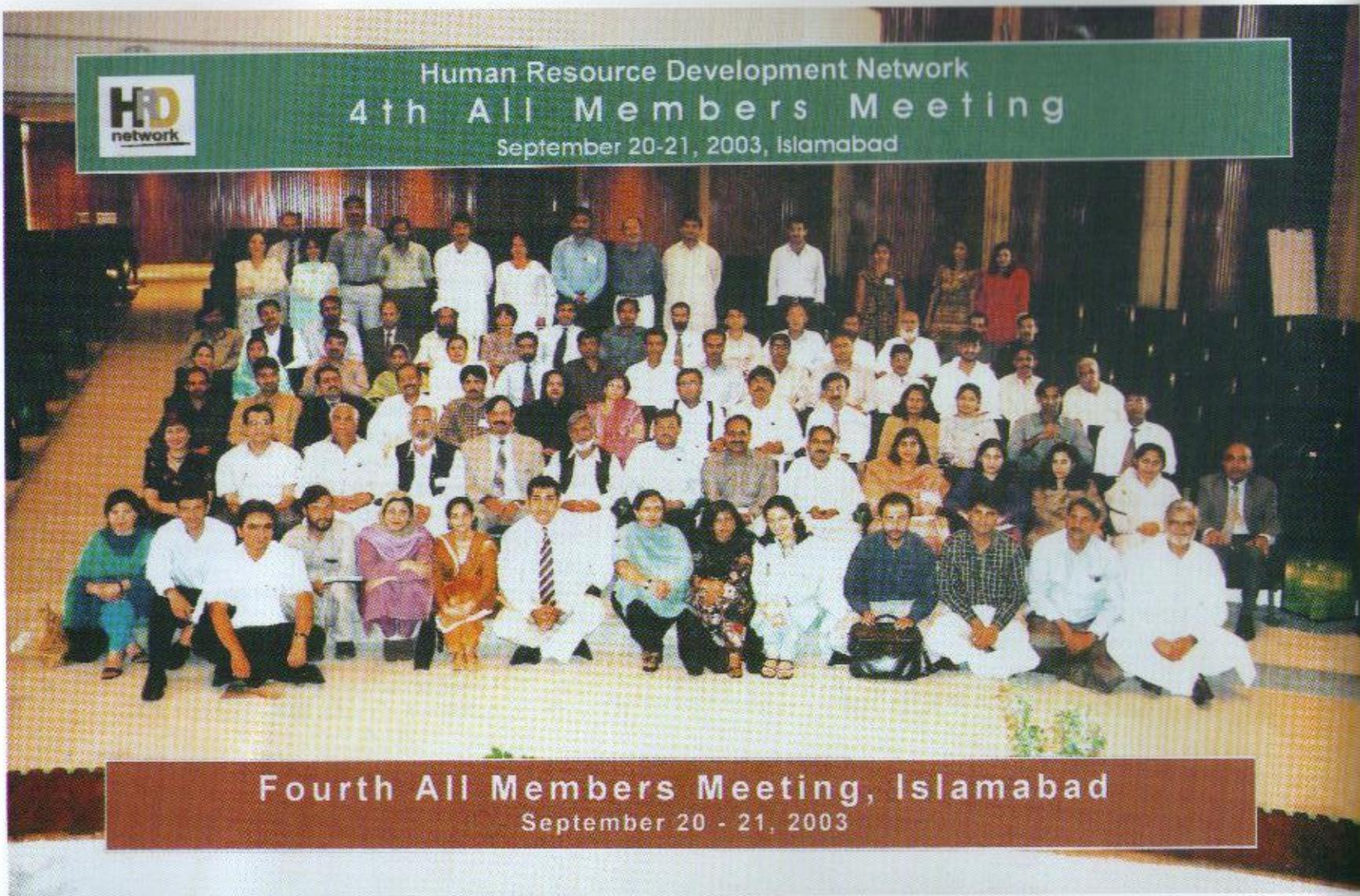
- I HRDN's Achievements in 2003
- II HR Policies – Performance Appraisal
- III Introduction to Classics of Meditation

ACRONYMS

AJK	Azad Jammu & Kashmir	AKF (P)	Aga Khan Foundation (Pakistan)
AMM	All Members' Meeting	ATR	Annual Trainers' Retreat
BoD	Board of Directors	CBR	Central Board of Revenue
CIDA	Canadian International Development Agency	Dev.	Development
HANDS	Health & Nutrition Development Society	HRD	Human Resource Development
HRDN	Human Resource Development Network	HRM	Human Resource Management
IKK	Idara Khidmat – e- Khalq	INGO	Intermediary Non Government Organization
IPR	Intellectual Property Rights	IRM	Institute of Rural Management
ISO	International Standards Organization	IUCN	International Conservation Union
LFA	Logical Framework Analysis	NGO	Non-Government Organization
NGORC	NGO Resource Center	OD	Organizational Development
PAKSID	Pakistan-Canada Social Institutions Development Programme	PARC	Pakistan Agriculture Research Council
PBM	Pakistan Bait ul Maal	PCP	Pakistan Center for Philanthropy
PIDE	Pakistan Institute of Development Economics	PPAF	Pakistan Poverty Alleviation Fund
PRSP	Punjab Rural Support Programme	SASMoN	South Asian Social Mobilization Network
SDPI	Sustainable Development Policy Institute	SPS	Sanitary & Photo-Sanitary
SRSP	Sarhad Rural Support Programme	SW&WDD	Social Welfare and Women Development Department
SWOT	Strengths, Weaknesses, Opportunities, Threats	TAG	Technical Advisory Group
TNA	Training Needs Assessment	TNI	Training Needs Identification
ToR	Terms of Reference	TVO	Trust for Voluntary Organizations
UK	United Kingdom	UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund	USA	United States of America
WTO	World Trade Organization		



Human Resource Development Network
4th All Members Meeting
September 20-21, 2003, Islamabad



Fourth All Members Meeting, Islamabad
September 20 - 21, 2003

Acknowledgement

The 4th All Members' Meeting of Human Resource Development Network was another milestone in the life of this Network where the members reviewed the Network's progress towards its stipulated objectives, took important long and short term decisions and mapped out future course of action for this Network.

Undoubtedly, the Network is owned by its Members who lead it on the way of enhanced effectiveness. Therefore, the primary credit and acknowledgement is due to all its Members who not only conceived the idea of its inception but also nurtured this Network through a contoured passage. It is they who take out their precious time every year to meet and deliberate upon the prevailing situation of HRD in Pakistan and abroad and above all, it is them who decide the fate and future course of action for this Network. On this occasion of rejuvenation, reckoning and recommitment, it was a pleasure meeting the members of HRDN and we also missed those who couldn't make it.

Gratitude is also due to the Chief Guest, Senator Nisar A. Memon, who, in spite of his busy agenda at Senate, not only inaugurated the 4th All Members' Meeting but also participated in the group work for analyzing HRDN's performance and devising its future course of action. Being the first legislator who became the member of HRDN, he gave a number of thought-provoking ideas for growth, sustainability and effectiveness of this Network.

The Network also acknowledges the support of all those volunteers who extended their support in the organization of 4th All Members' Meeting. We highly appreciate the spirit and enthusiasm of those Members who facilitated this AMM by giving their inputs for preparing schedule and those who took sessions in Expert Corners. Support of IUCN, NRSF-IRM, NGORC, ROZAN, SAHIL, SDPI, SUNGI & TVO is also acknowledged for organizing attractive stalls at literature exhibition.

Special thanks are due for the secretariat staff of HRDN who worked very hard to complete all the basic preparations for this AMM with least possible external support. They are truly on their way of self-sufficiency and would hopefully be able to hold all future events with similar enthusiasm and fervor.

Last but not the least, we gratefully acknowledge the support of Aga Khan Foundation (Pakistan), who through their Pakistan-Canada Social Institutions Development Program (PAKSID) supported by Canadian International Development Agency (CIDA) and Aga Khan Foundation (Canada) provided their generous and valuable inputs and support in organizing this event and publishing this report.

We hope that the same cordial relationship between all the valued stakeholders of HRDN would remain rather more intensity in the days to come.

Roomi S. Hayat
Chairperson

Executive Summary

The 4th All Members' Meeting of Human Resource Development Network brought a lot of enlightening experiences for everyone. It was an action-packed occasion where every hour, the Network Members had a new activity and a new event to attend which certainly attracted their attention due to its relevance with their professional assignments.

While recording the events of 4th All Members' Meeting, the Network Secretariat felt a lot of pleasure and pride that all these activities were planned and organized mostly by the secretariat staff without getting huge external support as the practice in previous events. Surely, there would be shortcomings, however, the zeal and enthusiasm of the organizers demands appreciation and with the passage of time these shortcomings would be minimized.

The meeting was structured in a manner that allowed all the HRDN Members to have frank discussion about the present status of HRD and also deliberate upon the future course of action for the Network. A lot of valuable suggestions, recommendations and action points were developed to address the need for professional excellence of HRDN members. On various questions, opinion from members was sought through polls and the result of their analyzed opinion appears at different pages.

In this report, it has been tried to capture all the events and deliberations in its original form with minimum possible editing so as to preserve the real essence of the discussion. Hopefully, the readers would feel a pleasant change in the write-up and the document would serve as a reference for HRDN's future endeavors.

Before conclusion, let us pay our heartfelt gratitude to all those colleagues who extended their support in writing different pieces of this event and helped us in compiling this report in a record time of two weeks only.

Thank you, everyone and wish you a pleasant reading.

INAUGURAL SESSION

The 4th All Members Meeting of Human Resource Development Network was held on September 20-21, 2003, at the National Library Auditorium Islamabad. Senator Nisar A. Memon inaugurated the meeting in a graceful ceremony. More than 130 participants including individual and organizational representatives and members from foreign chapters were present on the occasion (detailed list of participants enclosed as Annex-I). Adequate deliberations took place on various HRD related Issues and measures suggested for future. The event formally started with the recitation from the Holy Quran.

NARRATION OF THE VERSES RECITED

Abdul Malik & Shahida Kazmi

In the name of Allah, the most merciful, the beneficent praise to the Allah who created Heavens And Earths and made darkness and Light Yet, the unbelievers ascribe equals to their Lord It is He who create you from clay and greet a term and term is related to Him and He is the Allah who knows what is there In Heavens and Earth He knows your secret and open affairs And not a slighter sign of their God comes to them but they turn away from it

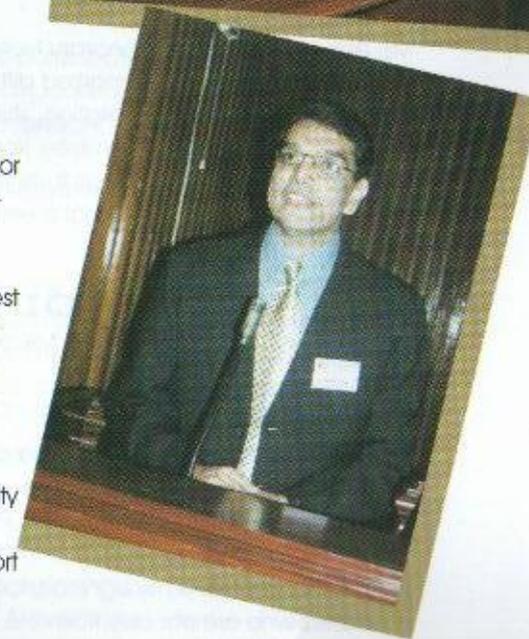
WELCOME ADDRESS

Roomi S. Hayat_ Chairperson HRDN

The Honorable Chief Guest, distinguished participants and dear HRDN members. I am not going to give you details about HRDN's achievements because I believe the Network Coordinator would be presenting it. Just allow me to welcome you all to this 4th All Members Meeting – the annual event where we meet to think about our future.

Traditionally, on such occasions, one starts with thanking everyone particularly the Chief Guest but today's event is a bit different as I am not going to thank anyone even the Chief Guest because ... I don't think one should say thanks to his own family. I am proud to announce that Senator Nisar A. Memon is now a Member of Human Resource Development Network and we welcome him rather than thank him.

I would like to welcome you all to this family reunion. However, I would like to take this opportunity to extend my heartfelt appreciation and gratitude to Aga Khan Foundation (Pakistan) and ActionAid Pakistan for the valuable financial and technical support to this Network. Their support has enabled HRDN to realize its objectives and undertake a range of activities.



Day-I

Now, since I have started thanking everyone, I would like to thank first those Members who volunteered their time and efforts to make this Network alive and active. Some of the members have been quite supportive and they have been coming to the Secretariat and really helping us out. All Members' Meeting is the time of reckoning and reflections. It is a time to see how we fared in realization of our dreams and where and how we like to proceed in future. It is time to look at triumphs, failures, strengths, successes and weaknesses and time to ponder upon the Human Resource Development Network's progress and achievements for overcoming our human limitations and improving upon them.

The purpose of this event is to rejuvenate and seek out new and bold steps for future by consolidating our efforts and talents together for a common good.

In the year 200 B.C. when the Hannibal was leading his troops through the freezing peaks of Alps, he declared, "we will find a way and if not, we will make one" and this is my wish that together we can bring change by taking great stride for attaining new zenith of excellence and as long as the spirit of volunteerism continues, we will succeed, Inshallah.

Thank you, ladies and gentlemen

PRESENTATION ON ACHIEVEMENTS OF HRDN

Robeela Bangash_Honorary Network Coordinator

Ms. Robeela Bangash, Honorary Network Coordinator, made a detailed presentation on HRDN's achievements in the year 2003 and described the marked difference that occurred in the activities of HRDN since the preceding three years of its working. During her presentation, she ascribed that the rate of success of HRDN can simply be gauged through the rate of satisfaction of HRDN members from this Network and for this, the Network has worked sincerely for day and night. She said that the Network belongs to its Members and its them who would decide whether we have gone in a right direction or not. The handout of original presentation is attached as Annex - 2

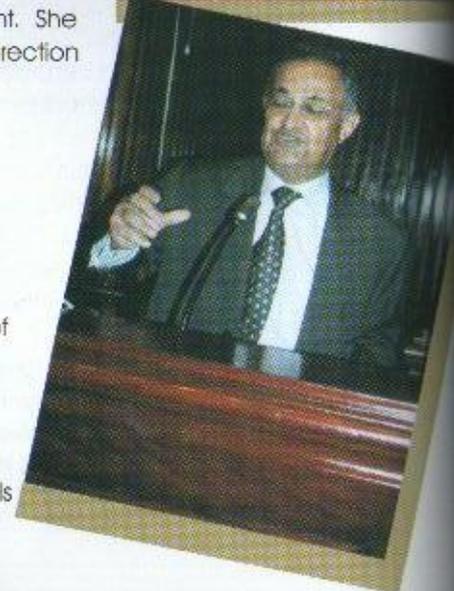
KEY NOTE ADDRESS

Chief Guest_Senator Nisar A. Memon

Mr. Roomi, Ms. Robeela, Mr. Ozair Hanafi, Ladies & Gentlemen and I will call now fellow HRDN Members!

While Roomi Sahib said that we will start this event not by thanking, even then I will take the liberty of thanking all of you for accepting me as a Member of HRDN. This is a great pleasure for me and I think it is a great honor to be invited to a professional body of Human Resource Development Network.

I was thinking what is my significance of joining HRDN and I thought that HRDN is one of the bodies which has the members who are not only from the institutions working for human resource development but are also professionals



who are contributing to the noble cause of human development and I am pleased that perhaps (if I miss some organization, they should not be offended) this is the first organization who organize their All Members' Meetings on a regular basis. This is a very important event and now, being the member of this Network, let me tell you that in this Meeting we are not supposed to chalk out some lofty slogans but should make our future policy guidelines that meet the ground realities.

In the foremost, I think that the HRDN should go by three "R's", i.e., Reflection, Rejuvenation and Recommitment. Commitment is most important. I know people do not sacrifice their weekends for odds neither they come from their cities and countries unless they have commitment and I think HRDN has reflected this commitment throughout.

Earlier, I came to HRDN for its International HRD Congress only because one of my good friends, Mr. Ozair Hanafi invited me for that function. At that time, I thought that this would be an ordinary organization similar to many of those working in different areas. But later, since I have had an insight into the working of this Network, this time, I have not come for my friend but I am here for an organization which, is now an institution and is a Network of Professionals. I will take a step forward and will call it a movement or a change paradigm which is necessary in our context because I believe that what did work yesterday will not necessarily work tomorrow and we need to march forward with this type of approach to go.

I would like to congratulate you all for the achievements mentioned by Ms. Robeela in her presentation and I would also like to congratulate you because you have certain strategies and you have converted them into plans and most importantly you implemented them. One of the challenges in our country is the proper implementation of strategies and plans and this is the great achievement of HRDN to make this happen in a short span of time (started in 1999).

I am extremely pleased to know that even for developing the agenda of this meeting, members were invited to participate. Now here it is a step to create total ownership and giving equal importance to all the members (individual and organizational). This really leads to a changed paradigm and this shift will certainly go a long way. Again, in the organizational charts, we usually see the "Chairman" or "President" at the top but here in HRDN, the Management Structure is such that the "General Body" is at the top.

All these are the changes which this Network has already brought-in in the culture and tradition. It means that everything this Network would do is decided by its General Body, which is us, together, rather WE.

One of the agenda items of All Members' Meeting is to develop common understanding on HRD paradigms. While we talk of HRD paradigms, we must study the societal paradigms as well. We will see that the paradigm has changed significantly because the situation which was there in 1947 was totally changed in October 1999 and the situation in 1999 is totally changed in November 2002. We must see the shift in the societal change. As I have noticed in the presentation, the HRDN has taken a step forward in human resource development and has moved from Training to Human Management and I will suggest that now HRDN should move further ahead and involve people from other walks of life in this Network. During my last talk at International HRD Congress, I had emphasized on converting the **Human Resource into Human Capital** and we need to see how far we were able to do that.

Recently, while going through the Pakistan Constitution, I thought of many things that are there in the Constitution but are yet to be there on ground and of many things that have taken place but are not recognized. Although, there has been a significant paradigm shift but some people do not accept it and deny the shift in paradigm and hence, cause inequality and de-motivation among masses. Nevertheless, denial of fact does not change the reality. So, we must keep our eyes open and accept the change that occurs around us.

The Pakistan Constitution gives equal opportunities for development to all people but do we see it in our surroundings? No, because our people are not trained in that. Our people need to know about their rights and privileges, which the Constitution has given to them.

Similarly we talk a lot about Health, Education and Nutrition, however, we seldom talk about Violence. I think it is a greater challenge for all of us and we must think about it and seek the opportunity for HRD to have interventions in this area.

The other important and possible area of intervention for HRD is "Natural Disasters". In the recent past, two major natural disasters took place in Pakistan. One: severe floods in Sindh and the other huge oil-spill in Karachi Coastal areas. We need to see what HRD professionals can do about it. Had there been properly trained people with Government and had there been a support mechanism from Civil Society, the damages caused would have been much lower. We need to look into how to realize people about their social responsibilities. Although, Pakistan has the best Canal System in the world but if a person, instead of clearing a canal, adds silt to it, ultimately, the drainage system would be disturbed and will create havoc as was done recently. We must have to think to avoid disasters and how the civil society will act in such situations, what is their role and how best we can be prepared for it in future. All this is where HRD people can intervene.

The Pakistan Constitution also provides opportunity to women for full participation in all spheres of development. Do we have it? No. We just have laws but on the ground, we have nothing. We have to prepare our society for removal of Karokari. The situation in our rural areas is further worsened but I am sure that the HRD professionals can surely do a lot in this regard.

On the sustainability of HRDN, we must see the opportunities in different sectors including the Government. The Public Sector Development Document for the next year contains a budgetary allocation of Rs: 160 billion for five major components including:

1. Public works, human development & poverty reduction	Rs: 41.3 billion
2. Sustainable Development	Rs: 17.5 billion
3. Infrastructure Development	Rs: 21.0 billion
4. Good Governance	Rs: 33.2 billion
5. Provinces	Rs: 47.0 billion

We must know and try to pursue the Government for allocating more to develop human resources in the country and for this, a feedback mechanism for the Finance Ministry should be developed. On my behalf, being member of HRDN, I will surely do whatever I could but we must keep our eyes open and need to track down the resources in Government Sector. For this, we will be required to emphasize the importance of human resource development in other sectors as well, e.g., in sustainable development, infrastructure development and good governance. The government is currently facing problems in clarifying its stance on Water Shortage in the country and the HRD professionals can bring about this awareness among people very effectively. In the changed paradigm, we must support the Government in its development agenda.

Another opportunity for HRDN is to strengthen the decentralized local government system, which is very much in line with the Constitution of Pakistan. We must also look into the existing laws and should analyze what laws need to be changed for promoting HRD so that to have Corruption-Free-Executive, Speedy & Accurate Justice and Building People's Confidence. Corruption should be reduced through use of technology.

Lastly, we must now start to act globally as we are living in an era where we have different challenges at different levels. We have opportunities in SAARC, OIC and UNO and we have to build our image therein. To conclude, "No dream is small, if you can dream, you can make it".

I thank you, ladies and gentlemen.

EXPRESSION OF OVERSEAS CHAPTER BHUTAN

Ms. Karma Luday_SNV- Bhutan

I am privileged to be here in this forum of 4th All Members' Meeting of Human Resource Development Network and I hope to take new ideas and information from here. Just brief information about Bhutan. It is a small kingdom of 48,000 Sq. km having a population of 6.0 million people. SNV is an organization providing assistance in Good (local) Governance, Natural Resource Management and Private Sector Environment. The capacity building of small partner organizations and community is a crosscutting theme. We are proud to be the member of HRDN.

Thank you

EXPRESSION OF OVERSEAS CHAPTER AFGHANISTAN

Mr. Asadullah Akram Yar_DACAAR

I thank you all for inviting me to this auspicious occasion. I am very happy to see people from different organizations with different backgrounds but all are like-minded and we are here to develop the human resources in our countries. It is a noble cause. I would just like to deliberate on the issue that our world has shrunk to a global village level. Whatever happens in any corner of this world, it has its implications on us as if it has taken place the next door. So, we need to occupy our place and play our role for spreading happiness in our world.

I warmly extend my offer to Mr. Roomi Hayat to start a **small cell of HRDN in Kabul as well**. There is a huge opportunity for development works and I will be there to offer all possible support.

The quality of work in human resource development network is very high. I am personally very happy and I feel grateful to this network for providing us such opportunities to meet and discuss our future course of actions together. In response to all these, I sincerely extend my invitation to Mr. Roomi Hayat to visit Kabul and be there to help us. I will make sure that the majority among the total of about 1500 NGOs could be contacted for their possible inclusion in HRDN.

Thank you for your hospitality and sincerity.

VOTE OF THANKS

Ms. Tanya Khan_Member HRDN

On behalf of HRDN, I would like to extend cordial thanks to Senator Nisar A. Memon for his contribution and participation in HRDN's 4th All Members Meeting and we also welcome him to be the Honorary Member of this Network.

Special thanks to HRDN Members and Organizations for contributing their synergies in making the dream of HRDN a reality. I would also take this opportunity to thank Aga Khan Foundation (Pakistan) and ActionAid Pakistan for their financial and organizational support for the success of HRDN.

The Technical Advisory Groups on different thematic areas of HRD deserve special appreciation for sparing their precious time to provide technical support to HRDN on different occasions.

Also on this occasion, our members from Bhutan, Ms. Karma Loday and from Afghanistan, Mr. Asadullah Akram Yar – on behalf of HRDN Members, I would like to thank them for their participation in this 4th All Members Meeting and we hope that they will continue to participate in HRDN's other activities in future as well.

At the end, as the Senator has pointed out, HRD is one of the key development areas in Pakistan and the Network can play an important role in making this dream a reality.

Thank you

AWARD OF CERTIFICATES/SHIELDS

Upholding the tradition of HRDN's All Members' Meetings, this year too, some of the members were awarded certificates and shields for their outstanding support towards the Network. Members who were awarded Certificates and Shields for the year 2003 are:

1. **Ms. Tanya Khan:** For her best services in re-activating the Technical Advisory Group on Research and strengthening the research component of HRD Network
2. **Ms. Virginia Appell:** For her best services in re-activating the Technical Advisory Group on Research and strengthening the research component of HRD Network
3. **Mr. Usman Qazi:** For his extraordinary support in programme activities of Human Resource Development Network Mr. Roomi S. Hayat presented the HRDN Souvenir to Mr. Nisar A. Memon as

Lottery Pottery

The NGORC, on their Literature Stall, had arranged for a Lottery whereby all visitors put in their visiting cards into a lottery pot and at the end of each day, two persons were given valuable books "free of cost". The Lucky winners for two days were:

DAY -1
Ms. Shahida Kazmi
Mr. Mehmood Akhtar Cheema

DAY - 2
Mr. Syed Saad Hussain Gilani
Ms. Rubeela Bangash



a memento for being the Chief Guest on the inaugural session.

The Inaugural ceremony came to an end with this vote of thanks and the participants went out to see the Literature Exhibition and had refreshments.

LITERATURE EXHIBITION

In the sidelines of AMM, a Literature Exhibition was organized wherein different Member Organizations displayed their reading material/published literature for the dissemination as well as sale purposes. Participants took keen interest in the literature displayed at each stall and took away a number of books, newsletters, journals and other reading material with them for their future utilization. The following organizations displayed their literature and other material for dissemination and sharing purposes:

1. Human Resource Development Network
2. IUCN
3. National Rural Support Program
4. NGO Resource Center – Karachi
5. ROZAN
6. SAHIL
7. SDPI
8. SUNGI Development Foundation
9. Trust for Voluntary Organizations

IDEAS CORNER

In the exhibition hall, an Ideas Corner was set-up where the HRDN members were given the opportunity to give their opinion about HRDN's activities and express their views on future course of action for the Network. Participants had to pick up the relevant questions, fill out their views in it and put it in the polling box. While appreciating this initiative, a good deal of members took part in Ideas Corner and shared their ideas about HRDN. The responses and poll-results appear at different places in this report in text boxes.

WORKING SESSION- I

ANALYSIS OF HRD NETWORK

Mr. Zubair Qureshi facilitated the session of HRDN Analysis. All the participants were divided into four groups and they were requested to analyze the performance and achievements of HRDN at three levels, i.e. at Board of Directors Level, Secretariat Level and Members Level. Along with this, the groups were assigned to suggest the future course of action for all the three tiers of this Network. Groups were given one hour to deliberate upon their assignment and were asked to come up with their respective group presentations on the second day of the AMM. The group work done on Day-1 were presented by the representative of each group. Mr. Zuifiqar Roa facilitated this Presentation Session. The observations, suggestions and recommendations of each group are presented hereunder in detail:

Presentation Group 1

LEVEL	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Board of Directors	<ul style="list-style-type: none"> ◆ HRD Professionals ◆ Blend of skills of management ◆ Policy making and operational management ◆ Regular meeting / record keeping ◆ Representative of all member categories 	<ul style="list-style-type: none"> ◆ Working at operational level ◆ Personalities projection ◆ Fee 	<ul style="list-style-type: none"> ◆ More opportunities at policy level ◆ Institutionalization 	<ul style="list-style-type: none"> ◆ Domination of the personalities for institutions
Secretariat	<ul style="list-style-type: none"> ◆ Increase of membership ◆ Seminars, events, mega collaboration ◆ Even without fulltime Coordinator ◆ Fee reduction/ training opportunities ◆ Publications 	<ul style="list-style-type: none"> ◆ Fee collection ◆ Less participation ◆ Policy making ◆ Involvement in events ◆ Weak communication system ◆ Data-base ◆ Needs of members ◆ Response to queries 	<ul style="list-style-type: none"> ◆ More structured work ◆ Member organizations partnership ◆ More effective interventions ◆ Fund-raising events 	<ul style="list-style-type: none"> ◆ Use of resources / power ◆ Lack of transparency ◆ Reluctance to change
Members	<ul style="list-style-type: none"> ◆ Skilled members ◆ Incentives for members 	<ul style="list-style-type: none"> ◆ Utilization of resources ◆ Commitment/Motivation ◆ Feed back ◆ Responsibility of members 	<ul style="list-style-type: none"> ◆ Training/ Seminars ◆ Two way work 10% payment ◆ Barter system / no. of days to HRDN 	<ul style="list-style-type: none"> ◆ Same type of names of different forums ◆ Lack of commitment



Presentation Group 2

LEVEL	STRENGTHS	WEAKNESSES
Board of Directors	<ul style="list-style-type: none"> ◆ Vision is clear ◆ Like minded ◆ Commitment ◆ Volunteerism ◆ Developed organization ◆ Proper strategic planning ◆ LFA ◆ Linkages 	<ul style="list-style-type: none"> ◆ Not enough linkages ◆ TOR for members in black & white ◆ TOR for resource mobilization
Secretariat	<ul style="list-style-type: none"> ◆ Trainings ◆ Research ◆ Networking 	<ul style="list-style-type: none"> ◆ Lack of professional excellence (inadequate staff) ◆ Lack fund raising component (R.M) ◆ Organizational communication gap ◆ Limited outreach due to absence of logistics (vehicle)
Members	<ul style="list-style-type: none"> ◆ Professionals with expertise ◆ Diversified ◆ Organizations 	<ul style="list-style-type: none"> ◆ Limited time investment ◆ OD practices ◆ TOR for members ◆ Limited volunteers (need for volunteers) ◆ Lack of motivation

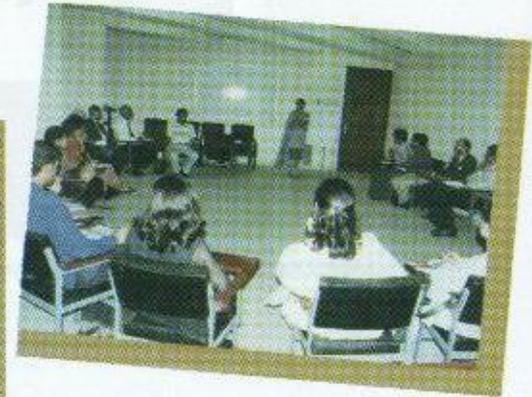


Recommendations

- ◆ BOD should not interfere in micro management
- ◆ TOR for BOD, Organizations and Members should be chalked out
- ◆ Common Vision at all levels of the Network is a MUST
- ◆ Set-up Fund Raising Component at HRDN Secretariat
- ◆ Conduct Training for creating awareness about HRDN

Presentation Group 3

LEVEL	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Board of Directors	<ul style="list-style-type: none"> ◆ Fund generation ◆ Marketing ◆ Expectation of members ◆ Identification of stakeholders ◆ HRDN programme gender ◆ Networking 	<ul style="list-style-type: none"> ◆ Working at operational level ◆ Personalities projection ◆ Fee 	<ul style="list-style-type: none"> ◆ The idea of "Life time membership" should be properly communicated to all members with full details 	<ul style="list-style-type: none"> ◆ There should be a calendar of all events of HRDN showing each and every activity
Secretariat	<ul style="list-style-type: none"> ◆ Training ◆ Capacity building ◆ Fund raising ◆ Membership fee ◆ Research ◆ Coultancies ◆ Publications ◆ International agencies 	<ul style="list-style-type: none"> ◆ Communication is the most weak point of HRDN which needs improvement ◆ Activate & encourage the regional/local chapters & strengthen them in line with the HRDN objectives ◆ Establish link between chapters & secretariate 	<ul style="list-style-type: none"> ◆ HRDN should develop collaboration with universities for diploma courses etc 	<ul style="list-style-type: none"> ◆ Announce only those activites for which resources are already secured
Members		<ul style="list-style-type: none"> ◆ Communication of events should be in time ◆ Reports of activities should be disseminated to all members 	<ul style="list-style-type: none"> ◆ Active membership must encouraged by giving different assignments ◆ Members in other cities should also be involved/ invited for exposure visits 	<ul style="list-style-type: none"> ◆ Membership formats should include fee structure & membership criteria



Presentation Group 4

LEVEL	RECOMMENDATIONS
Board of Directors	<ul style="list-style-type: none"> ◆ All the decisions of BoD should be disseminated to the general body ◆ At least all BoD members should be in AMM ◆ HRD laws should be prepared, reviewed and approved
Secretariat	<ul style="list-style-type: none"> ◆ Should be responsive towards the queries of members ◆ Selection criteria of Secretariat members/ToRs ◆ Information sharing should be well in time
Members	<ul style="list-style-type: none"> ◆ Student members should be more involved ◆ Special packages for student members ◆ Internship opportunities for students members in member organizations ◆ Local chapters should be more involved ◆ Equal treatment to all members

Achievements

Broad analysis

- ◆ Communication
- ◆ Information Clearing House/ Website
- ◆ HRD Congress, ATR, Seminars
- ◆ Annual Reports/ Newsletters, Events reports
- ◆ An average status of the communication was observed

Training /Capacity Building

- ◆ Training status- average
- ◆ ATR, Congress, seminars, Training opportunities in other organizations, AMM

Fund Generation

- ◆ Membership fee, Donors, Research, Other sources

Recommendations

- ◆ Local chapters/ Focal points should be given active role and time
- ◆ Needs ownership from all the stakeholders
- ◆ Selection criteria to be followed for sending members to training
- ◆ HRDN should organized training by itself
- ◆ Needs to develop training modules for facilitating members
- ◆ Early completion of TNI/TNA & sharing of results
- ◆ International agencies/ INGOs
- ◆ Publication/survey reports involving cooperate sector, constituencies
- ◆ Government funds



SUMUP OF HRDN ANYLISIS GROUP WORK

Roomi S. Hayat_Chairperson HRDN

Mr. Roomi S. Hayat concluded the session by paying thanks to all the members for their active participation and valuable suggestions. He said that basically two types of suggestions/ recommendations have received, one: practical recommendations that need urgent action, while others are strategic recommendations which would be taken care of during the long-term policies and procedures of the Network.

The recommendations were then summarized as follows:

- ◆ The Secretariat should improve its communication system with its members
- ◆ All the members would be informed about all the events organized by HRDN
- ◆ A Resource Mobilization Unit to be set-up in Secretariat
- ◆ Members would donate more funds to the Network for its sustainability
- ◆ HRDN should now take the role of a bridge between Training Institutes and Trainees and will help identification of appropriate trainees and will get service charges
- ◆ BoD, Secretariat, Chapters and TAGs to be given specific annual targets broken-up in quarters so as to ensure their active participation and promotion of Network. Certificates should be awarded on best performance against stipulated targets
- ◆ To raise funds, HRDN would now start charging a reasonable fee for all its publications, seminars and other events
- ◆ In addition to financial resources, HRDN also needs technical resources /expertise for which certain members showed interest and offered their services to arrange highly qualified volunteers

WORKING SESSION- I (contd...)

SEMINAR ON QUALITY STANDARDS-GOBALIZATION IMPERATIVES

Dr. A.R. Kemal_Director PIDE

Dr. A. R. Kemal explained in detail the need and importance of quality standards particularly in the upcoming globalization / WTO regime. He said that first of all, we need to understand why quality standards are required. Whether the quality assurance be left on the behest of consumers or should the government impose quality restrictions and to what limit?? Also the imperatives of WTO on quality standards are important to be understood by all in Pakistan. Unfortunately, majority of population in Pakistan does not even know the WTO, what to say of their preparation for it.

Why Quality Standards?

The first question, why do we need any quality standards? Whether we leave it totally to the consumer to decide what quality would they like to buy and we just put a price tag on the product and let the consumer decide whether they want to purchase good quality or bad quality product. Or should it be a particular country, WTO or any agency which should say that this is the quality standard which your product should necessarily meet to be marketed? Or should there be any regulation by the Government to maintain the quality standards for products? Should there be any legal framework to impose these quality standards? These are some of the questions which we will discuss today to get answers of.

Should the government interfere in market?

There is a complete market failure, government must not interfere. Now if there is a product for which you cannot determine what is the quality then somebody should assist the consumer to get their desired product of a certain quality. Somebody should evaluate the quality of the product or, to make it simple, somebody must tell the consumer what actually is the product which they are going to buy, what is it made of, what are its ingredients and what are its characteristics? Similarly, there are issues of proper weight, length and other quantitative measures as well.

If we leave all these things to the consumer, the consumer will be totally confused. So, to assist the consumer, the government would have to step-in to give quality assurance to the consumer and once the government steps in then the government also has to provide legal protection to both the consumer and the producer. Government has to ensure that whatever is being charged from the consumer is being delivered to her/him properly.

Need of Uniform Quality Standards

The level of standards vary from place to place for example the environmental standards have very low priority in

Poll Result

Q: Do you want the next HRDN events to be held on Weekend or Weekday?

A: Members' Decision:

- ◆ Weekend 81%
- ◆ Weekdays 19%

Pakistan but for USA and UK, it has a great importance. Now, if our producer intends to sell a product in USA, it must meet their level of environmental standards first. This is a confusion that everyone would say that my standards are different and I need a product according to my own standards. Now here, the producer gets into a fix and it will be totally difficult for them to produce same products of different quality standards.

Hence, the need arose for uniform quality standards applicable across the countries. These are the minimum level of standards that any product must attain to be marketed internationally and to compete effectively. But along with International Standards, one has to adhere to the level of standards set-out by that particular country where they intend to sell their product. Even sometimes, when a country does not intend to allow the imports of products from certain other country, they can take the plea of some disease or any other infection from that particular product. So, we understand that quality is important but to assure that it is acceptable to all is still not decided?

Normally, quality is a vague term because a certain product may be very good for one but not for others. Sometimes, quality is linked to the price of the product, i.e., high-priced items are considered of high-quality and vice versa. Thus there has to be standardization of quality parameters. Now, there are 4-5 things which allows us to assess the quality

of a certain product. These are:

- ◆ Production process
- ◆ Use of Inputs
- ◆ Labeling
- ◆ Intellectual Property Rights
- ◆ Restrictions imposed (especially on agricultural products)

Production Process

The first thing is production process. This is where ISO-9000 series is developed to ensure that the products are manufactured / processed according to the best practices recognized internationally. It starts from the sub-process "a" and goes up to sub-process "n" and it intends to see that at each process proper value addition was done.

We have international agencies to monitor whether the quality of process was good or not. Those who achieve all the quality parameters get ISO-9000 series certification but this certification is not valid for life. It may be revoked the very next year, if the producer failed to maintain the same quality.

Now even ISO-9000 certificate does not necessarily mean that the product is of high quality. All it means is that the production processes, through which this product has undergone, were implemented properly. This also would not tell that the particular product would have a certain cost (whether high or low). The product of a high cost can also be ISO certified and that of low price can also be certified under ISO-9000 series.

Poll Result

Q: How much you charge for conducting a training session of 2 hours?

A: Response:

- ◆ Between Rs: 1000 - 2000
33%
- ◆ Between Rs: 2000 - 4000
17%
- ◆ Above Rs: 4000
50%



Also ISO is not imposed by WTO. WTO never says that if you have ISO-9000 certificate, you will be able to market your product in international market otherwise not. Also Government cannot say that every product should be ISO-9000 certified. Yes, the consumer can say that they will buy only ISO certified products and not others. Also, when the Government becomes a consumer and intends to buy certain product from the market, it can then emphasize to get only the ISO certified product. These are two distinct roles of Government.

Inputs

The second issue is that of the Inputs used in the product. Here, the ISO-14000 series of Environmental Assessment comes in which investigates whether the inputs used in certain product are environment friendly or not? Now the debate is on at what stage should we adopt ISO-14000? The developed countries insist that it should be adopted right from now and anything against environment should be banned. However, the developing countries say no to it. WTO has nothing to do with it. Pakistan is also yet to decide whether it will accept ISO-14000 certification mandate or not.

Mainly, the idea behind this is to restrict the imports on the pretext of the non-friendly inputs used in products. This will surely lead to bitterness among countries where developed countries would not allow imports of certain products in their market. This will restrict trade whereas WTO is there to promote trade. Hence, developing countries insist that ISO-14000 should be monitored by some other agency like for example WWF or IUCN but not WTO. Consensus is yet to be developed on this issue.

Labeling

The third issue is that of Labeling. Whatever is the product, it should have a proper label on it indicating the ingredients/contents of the product. Along with it, when there is a label on a product, it means that the product has a specific name and a trademark for that and the trademark means that there is some ownership of that product and somebody has taken the responsibility of the goods and odds of that product. By this way, the producer focuses more on quality improvement because it is the question of their credibility and goodwill. Unfortunately, most of the Pakistani products are without brand name and hence, these have low demand and consequently low price in international market. So the brand name necessarily means quality assurance. It gives a wider option to consumer. It also improves the technology and promotes innovation, as the product has to compete in the market with other brands.

Nations such as Germany & Japan have improved their status because they had good human resources. It was not their per capita income but their better human resources that took these countries from a destroyed state to a level of most developed nations. So, we need to think and do serious actions to build capacity of our human resources. How this can be done? There are various ways to do that. We have the example of Chen-one. It had gone through various stages but now it is in the form to capture the major international markets for their textile goods.

Poll Result

Q: How much you charge for conducting a training session of 2 hours?

A: Response:

- ◆ Between Rs: 1000 - 2000
33%
- ◆ Between Rs: 2000 - 4000
17%
- ◆ Above Rs: 4000
50%

Q: How much do you charge for a training course of one day?

A: Response:

- ◆ Between Rs: 1000 - 5000 38%
- ◆ Between Rs: 5001 - 8000 25%
- ◆ Above Rs: 8000 37%

QUESTION-ANSWER SESSION

Dr. A.R. Kemal

Q: What are institutions concerned with International Standards for Human Resource Development? What are their rules, regulations or procedures for certification? What are the imperatives of WTO on HRD? **(Mr. Muhammad Akram Kasi)**

A: As far as the WTO and quality issues are concerned, there are no rules so far for HRD Sector. However, there are organizations like ISO-9000, ISO-14000 and others which would like to certify HRD professionals and organizations. Some of their affiliates do exist in Pakistan as well whose certification is recognized the world over. As far as the accreditation is concerned, a good deal of universities are there but there is no single yardstick to gauge their effectiveness. The student having grade-C in one university will probably be better than the student having grade-A from another university. The present Government and more specifically, Dr. Atta ur Rehman is trying to establish a standard accreditation process among universities.

Q: USA did not, so far, sign WTO, why? People in Pakistan don't have good deal of knowledge about WTO, how can they be prepared to face the future challenges? **(Mr. Khalid Masood Chaudhry)**

A: USA did sign WTO agreement, however, it is only the Environmental Agreement which is yet to be signed. Yes, in Pakistan, generally people do not know much about WTO and that is why there is a huge misconception about this subject. Most of the people think that in January 2005, there is something extraordinary to happen, which will destroy their market and would create chaos. Let me clarify that nothing is going to happen in January 2005. In fact, WTO started in 1950. People say that WTO is coming in 2005 whereas actually WTO has already come in 1995. Since there were a number of actions to be taken by developing countries to improve their trading systems that is why a period of ten years was given to them for preparations. Pakistan is now almost prepared for WTO. Some of the people are in inferiority complex that all our industries would collapse which is not true.

Q: Non-industrial sector people think that we would be at the losers' end after WTO implementation. Is it true? How can we convey the real situation to the people? **(Mr. Manzoor Khaliq)**

A: Industrialists are ready for WTO. In textile, our exporters plan to go far high. They have invested in their industries and they are ready to get maximum benefits from WTO. However, there is a great contribution of the general atmosphere in the country on industrial development. If the situation of law & order, policy consistency and general behavior of people towards globalization does not improve, we certainly would be at losers' end. At present, all these parameters are positive and we hope to get maximum outputs from global market.

Q: Would developed countries open their labor markets for us? **(Mr. Raheel Khan)**

A: No, they won't because in 1995 developing countries did try to convince the developed nations for opening their labor market but after the event of 9/11, the situation has totally changed. Now all developed countries are extremely careful in selecting labor from different countries.

Q: A lot of negotiations are to be held on different aspects of WTO. Are we prepared to handle them all? How effectively the WTO Cell is working in Government? **(Mr. Mehmood A. Cheema)**

A: Yes, we are very much on safe side, if not fully prepared for negotiations. All draft agreements are being vetted and debated among us. However, we need to include more business and economic related people in WTO Cell instead of diplomats.

Q: What we are doing for price change? **(Mr. Manizeh Bano)**

A: Considerable actions have been taken and Pakistan is taking well calculated steps in this regard because there are a lot of hidden agendas at work for dividing the developing countries and creating a split among them on the issue of price change.

WORKING SESSION- II

EXPERT CORNERS

In order to broaden the horizon of HRDN Members about different HRD related activities, four (4) parallel sessions with the title of "Expert Corners" were organized during the second session of Day-1. This session was organized on the demand of HRDN members and topics of these sessions were identified by the members, keeping in view the practical applicability and frequent occurrence. These topics and the resource persons were:

- ◆ Training Techniques: What's New
- ◆ HR Policies: Performance Appraisal for NPOs
- ◆ Stress Management at Workplace
- ◆ HRD & Gender Dimensions

Dr. Tahir Hijazi
Mr. Azhar Saeed
Sq. Ldr. Mansoor Ahmad
Ms. Shahnaz Kapadia and Mr. Asmatullah

All the Resource Persons voluntarily delivered their sessions without charging any fee. This indicates their sincerity and commitment towards this Network and towards their fellow HRD professionals. HRDN highly appreciates and gratefully acknowledges their spirit of volunteerism.

Separate details of these sessions are given below.

Experts Corner - 1

TRAINING TECHNIQUES - WHATS NEW

Dr. Tahir Hijazi

is currently working as Dean of Business Studies in Muhammad Ali Jinnah University Islamabad. He is a seasoned trainer having strong background in conducting various Business and Management related trainings in his career.

He started the session by saying that Training, which is quite different from Teaching, has its own intricacies and its own modalities. The broader training objective is to prepare people for some act, however, the challenge for a Trainer is to enable the trainee to carry along a lesson for a longer period of time. This is the only way where a trainee can better utilize the lesson learnt during any training session.

Dr. Hijazi, then, conducted a few exercises whereby he proved that the human brain can absorb as many information as possible and it can also reproduce the same great magnitude of information without any problem. These were interesting exercises and a brief of each exercise is given as follows

Dr. Hijazi said that this is "Recalling Technique" which can be acquired by anyone after completing an exercise. He said that memory is the power

to recall and human memory has the capacity to retain each and everything that is given to it for 72 hours – provided the data is placed in the memory in a systematic manner.

Dr. Hijazi gave the example of a person who, upon entering in a room, takes-off his hat and hangs it to a peg on the wall. He said that at the time he hangs the hat, he give the peg a thorough look and retains the picture of the peg in his memory.

Now, when he goes out of the room, he never looks at the peg and based on the picture in his memory, he rise his hand and get hold of the hat instantly.

So, there is a great link between the memory and pictures. If a person is given a statement to read and after a while, s/he is asked to narrate it without looking at it, only 5-10 percent of the same would be remembered. Whereas, if along with a message, a picture is also given, then more 40-50 percent of the message could be recalled any time.

Hence, the colored pictures leave a comparatively more permanent effect on memory as compared to that of black-n-white picture.

Dr. Hijazi concluded his talk with the following new ideas:

- ◆ To excel recalling, there is a 14 hours long exercise which enables the person to remember and recall anything (in whatever magnitude). Audio-cassettes of this exercise are available in the market.
- ◆ To make the learning more effective, Trainers must arrange training in a lightly colored and fully lightened room.
- ◆ Try to use humor and fun during training so that the interest of participants remains intact throughout the training course.
- ◆ Different training tools are used for different types of training. Appropriateness of training tool is extremely important for the successful training.
- ◆ The Trainer must be able to analyze the audience according to their age, qualification, background, social status and then use the most appropriate training method for that group

Exercise -1

In this exercise, Dr. Hijazi asked the participants to give him names of anything, which he wrote on a chart against a serial number. By this way, he took 20 names and then turned his back to the chart. He surprised all the participants when he enumerated all the names with their corresponding serial numbers very accurately. Not only this, but he also went in reverse direction and itemized all the names with serial numbers. He further went on and asked the participants to give him any number and he told the name of corresponding thing very accurately. Similarly, he then asked them to give him any name and he told its serial number without fail.

Excercise - 2

Dr. Hijazi spread a chart on the floor. The chart had different pictures on it. He asked all the participants to come and place any item on any picture. Afterwards, he asked all the participants to tell him about the picture and he picked up the item.

Exercise-3

In this exercise, Dr. Hijazi showed the participants two (2) charts that contained different pieces of pictures (a total of 25 pictures on two charts). All these were Black-n-White pictures. He asked the participants to thoroughly look at these charts and then he took those charts off and asked participants to write down the names of as many items they saw in the pictures as they could. The highest number of pictures remembered by a participant was 12.

Then, Dr. Hijazi showed similar charts with colored photos and asked the participants to remember them and after the charts were taken off, he asked the participants to start writing down their names. This time, the highest number went up to 18.

HR POLICIES - PERFORMANCE APPRAISAL FOR NONPROFIT ORGANIZATIONS

Mr. Azhar Saeed

is a UMS – MBA and carries more than six years of teaching and training experience in management of non-profit organizations, particularly in the areas of NGO governance, human resource management and organizational development. Azhar has facilitated strategic planning for many significant NGOs in Pakistan and has designed and conducted a number of training programs for board members, chief executives and senior managers of NGOs. He is a fellow of the Board Source, USA, an organization specializing in Board Development. He is currently working as Program Officer, Philanthropy Services at the Pakistan Center for Philanthropy.

Human Resource is a vital component of any organization. In Pakistan and many other countries it is still trying to be separated from Personnel and Administration Departments. There is a question commonly raised that why retired Army persons are given to look after the HR positions? In fact, Army persons have strong skill to manage regiments but they are not really trained to encourage and develop the skills of people. They can make people work and make them obey orders but they can't build up their attitude and can't polish their skills.

An NGO can afford HRD trainings but usually the priority goes to the donors and generating funds. Unfortunately HRD comes at the bottom of the list. The difference between HRM and HRD was described. HRD is focusing on Trainings, future priorities and strategies for associates. HRM is only concerned with policy-making and hiring people.

It is always a man behind the machine who produces good or bad result or product. So if that person is fully trained to handle the machine he will produce good results. HRD is there to ensure and engineer quality services through the human resources.

In the organization there should be a performance appraisal system for the higher management as well as for the lower ones. It is important to differentiate between high and low performance.

Negative comments for performance appraisal are: -

- ◆ In performance appraisal people usually act or behave differently.
- ◆ People can't judge other people.
- ◆ Measuring people is anti Humanistic.

Manager and employee should share what is the definition of performance. In an organization employees depend on each other. We have to create environment to measure performance. There has to be strong link between performance appraisal and reward. Job description should be given to every employee and it should be revised at least once in a year. Performance standard is how well to do the job.

There should be a record of extremely good and bad incidents and while making performance appraisal one should go through it because the behavior and performance of an employee cannot be the same at all times.

Mr. Azhar Saeed advised not to have performance appraisal behind the desk. There is ample opportunity of being disturbed time to time. Start meeting with achievements and future developments. Explain the goal of the meeting. While making performance appraisals the subordinates should be given a chance to comment because Manager can't judge his behavior only by the person's working under his command.

Mr. Azhar Saeed concluded his talk by saying that HRD is a component of HRM whereas HRM is to hire people and give them places to work & job descriptions. HRD is to polish their skills and develop new skills in people working at different levels.(see presentation at Annex-II)

Experts Corner - 3

STRESS MANAGEMENT AT WORKPLACE

Sqdn. Ldr. (R) Mansoor Ahmad

is an internationally renowned Mind Trainer. He has rendered commendable services to create awareness to drive maximum benefits through mind power for self-improvement, personality development and perfect health. Being a Certified Hypnotist of National Guild of Hypnosis USA (which is the world's largest organization of Hypnosis), he is practicing clinical hypnotherapy since last five years. He has developed courses for enhancing mind power, concentration and stress management. On his credit are many articles on Yoga, Hypnosis and Meditation – published in leading newspapers. He also teaches Yoga on PTV program "Health Tips".

Many of the professionals working in organizations are suffering from anxiety and stress. Although, sophisticated training instruments are available but all these efforts seem to have little value. Bringing the mind house is only possible through meditation. The following points would surely bring the participants closer to a phenomenon where they can use relaxing techniques and different methods to relieve their stress in a shortest possible time and that too, through a practical process.

- ◆ Ignorance to the true nature of mind is the root cause of the problem. Our mind has two natures i.e. the sky and the ground. In meditation, we think of absolute realities i.e. sky with ground and heaven with earth.
- ◆ To meditate means to make a complete relaxation and we slowly begin to release anxiety and tension.
- ◆ It is necessary for maintaining perfect health and for leading a long life.
- ◆ There are 3 types of meditation
 - Simplicity
 - Now-ness
 - Complete emptiness where no thought is entering into the mind for a sufficient span of time.
- ◆ The Prophet (PBUH) also used to meditate.
- ◆ There are two types of the focus of mind

- o Inside body
- o Outside body

- ◆ The body is a hub of activities. Every organ of the human body is working under a perfect system. Approximately 44,000 liters of blood is required by our brain to nourish.
- ◆ Meditation can be achieved through relaxation and controlled breathing.
- ◆ Mind fulfillment is the state of complete consciousness. He said that ones own self is consciousness and the ability of these senses is yourself. The moment the consciousness goes out of the body, you are nothing.

Practical Exercise

The participants were involved in a meditation exercise where they were asked to relax and achieve complete sense of fulfillment.

QUESTION-ANSWER SESSION

Q: This environment is artificially created for this session. How can we relax while we are performing our jobs?

A: You can take 5 minutes from your time for yourself and relax.

Experts Corner - 4

HRD AND GENDER DIMENSION

Ms. Shahnoz Kapadia

is one of the leading Trainers in the field of Gender and Entrepreneurship. She has done her MBA from Institute of Business Administration (IBA) Karachi. After that she completed her specialization in Gender And Development (GAD) from Holland. She, later on, done her specialization in Entrepreneurship from Germany, India and USA. She is presently working as Capacity Building Specialist with Asian Development Bank in Decentralization Support Project. She also has a setup of providing training to different cadre of Entrepreneurs under the umbrella of "Empowerment Creativity Integration".

Mr. Asmatullah

is a lead Trainer presently associated with Sustainable Development Policy Institute (SDPI) Islamabad. In his career, he has also worked with National Institute of Public Administration (NIPA) at Peshawar as a Training & Coordination Officer and prior to that, he was on a permanent faculty to the Department of Mass Communication at Gomal University, D.I.Khan. In addition, he used to be the visiting faculty of Fatima Jinnah College for Women and Government College Lahore. He is LUMS-McGill fellow on Social Enterprise Development Programme. He also holds to his credit research publications in the national and international journals. He is M.Phil in Mass Communication. His major areas of interest are Human Resource Development, Sustainability of Projects and Gender.

When we use the word Gender it is perceived that the subject is more related to the women or females while actually it is not like that. The word Gender has a broad meaning. It does not focus only on women but it is equally for men as well. It focuses and tries to highlight the problems of

both men and women. Due to misconceptions and lack of awareness, the word "GENDER" has become most controversial and most of the times it causes conflicts. It is also a common thinking that Men's rights are still not accomplished/given and what to say about the women's rights.

To avoid these conflicts there is need to develop a strong and widespread understanding among the masses with equal focus on both men and women. It is not the phenomenon to take side or to support one party. It is beneficial for both parties and beneficiaries are definitely men and women- both.

Functions of Gender

The gender has four dimensions or functions, i.e.,

- ◆ Reproductive
- ◆ Productive
- ◆ Social
- ◆ Decision Making

REPRODUCTIVE (Female)	PRODUCTIVE (Male)
SOCIAL (Female / Male)	DECISION MAKING (Male)

A homogeneous society should have all these aspect, so we can say the society, which has all the four above-mentioned characteristics is a balanced society. A glimpse of the details of each characteristic is given as follows:

Reproductive Functions

This is the function of society and the womenfolk accomplish it. We can say that women are solely responsible for reproduction and in return, the generation comes after one and other. In this it is not only to born the baby but to nourish him/her and all other subsidiary responsibilities that come under this subject.

Productive Functions

In productive functions, men have a greater and prominent role and they are responsible for the productive role, which includes earning, laboring, out-of-home activities and other income generating chores.

Social Roles

Men and women both are responsible for Social Roles, which includes the responsibilities, which they perform in the society. All we do to live in the society are the social roles. The social roles are also affected by the culture, geography, religion and other external elements. Social roles also include civic values wherein people have to respect the social laws, values and traditions. All these are closely connected to each other

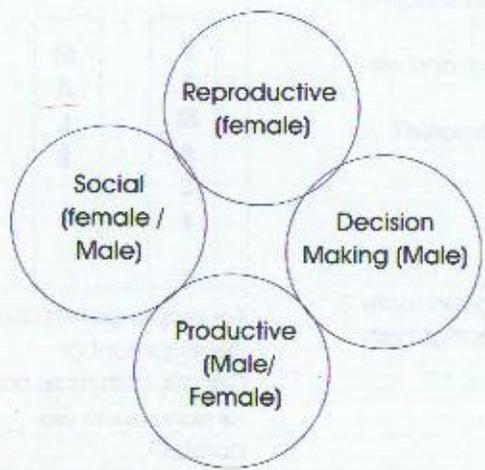
and make one head and that is social roles. No one is all-in-all in his self and to live peacefully in the society, one has to respect others for their mutual interest.

Decision Making

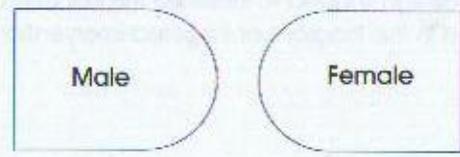
The most important but invisible function of a society is Decision-Making. When we talk about gender so this power should be distributed equally both between men and women but unfortunately it is not like that. In our part of the world, men are fully authorized to decide almost everything – whether practical or strategic. Western world had adopted the practice to distribute the decision-making power between men and women with justice. Although it was not by choice, rather they were compelled to adopt this due to reason that Europe lost their male population in war and as a result just to bring industrial revolution in the country they gave power to women so as to overcome the deficiencies of their human-power. For a balanced society, all the functions of society should be balanced and distributed equitably.

Who Perform These Roles

- ◆ When we talk about the productive functions so in this area males are dominant, females also have their role but they are invisible.
- ◆ For the reproductive roles, women perform these roles not by choice but by compulsion.
- ◆ In social roles both male and females have their specific dimensions to exhibit their roles but again the women are inferior.
- ◆ For the decision making again males are enjoying great lead.



There are some functions, which are distributed naturally between male and females so those things cannot be shared.



Men and women have some pre-defined roles, which can not assimilate anyway

Poll Result

- Q: What research areas would you like HRDN to work in?
- A: Some of them as follows
- ◆ Training Quality
 - ◆ Trainers' Ethics
 - ◆ Eradication of Poverty and Hunger
 - ◆ Impact assessment of community Skill Training
 - ◆ Gender, Philanthropy, Community Development
 - ◆ Why Foreign funded projects fail in Pakistan?
 - ◆ Role of Capacity Development Organizations and Social Development
 - ◆ HRM Techniques
 - ◆ Impact of training on the livelihood of rural communities

Gender & Capacity Building

We see that usually we start to build capacity from our homes to our children in different aspects. Afterwards, the school/education institution affect to a greater extent for their capacity building

When a girl takes birth, we develop her attitude in different ways and on the other hand the boy will be brought up in entirely different manner.

We accept that there are some characteristics, which are specific for boy and girls. In early age we give a doll to the girl and ask her to stay back at home as she is not supposed to be exposed too much. Similarly, we instruct the boy to be tough and strong by involving him in different games that involve physical strength. In this way we are doing their capacity building in two different environments.

Poverty and Gender Analysis

This is the most important factor, which measures the subject matter in great detail. The education also plays a big role in all discussed scenarios. The links of the proposed operation to poverty alleviation strategy must be made explicit. The impact on beneficiaries' incomes and related socioeconomic variables must be analyzed. Mechanisms to protect the poor must be discussed. The overall impact of the interventions on poverty should be explained. Benefit-incidence analysis is a very useful tool for this analysis.

Following questions can clearly evaluate and investigate the status of gender-sensitivity and poverty incidence:

1. Is the distribution (or incidence) of costs and benefits analyzed by income group and gender sensitivity?
2. Do the beneficiaries primarily belong to low-income groups?
3. Are the beneficiaries' income level and related socioeconomic variables calculated, without and with the project benefits?
4. How was the project design shaped to increase the benefits accruing to low-income beneficiaries?
5. Is the project included in the Program of Targeted Interventions?

Creating Balance

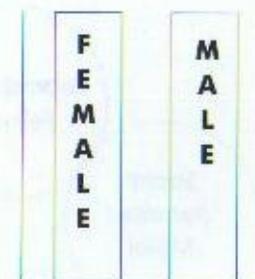
The Gender approach says that there should be a balanced state between two cells if one will be given more attention and importance it will get better while the other one will lose its shade. So the bottom-line is that both sectors need care and attention and if both will rise parallel then it would be a real improvement.

Poll Result

Q: Do you think HRDN activities contributing effectively towards creating a Gender Sensitive Environment?

A: According to people:

- ◆ Affirmative 57%
- ◆ Negative 43%



For proper growth and development of Gender, both male and female should rise parallel

Ideology Endure

The war between genders is based on ideology. This concept depends on two factors.

- ◆ Thinking
- ◆ Action

We first think about the thing and then take act upon it. So, for the good growth of gender we must have to adopt the positive thinking and then it will lead us towards the correct and desired action.

How we can create Awareness About the Gender Dimensions

- ◆ **Education:** By educating people about the right concept we must have to work on their education.
- ◆ **Improve Income Level:** Good income of household can also help to flourish the concept.
- ◆ **Sensitize both men and Women:** We have to try to give the concept that this is for both men and women and if we sensitize them in right way then a lot of problems will be solved.

We know that this (GENDER DIMENSIONS) is really a bouncy track and it gives high pace to minor things but this is the only option, which can switch-over the conditions in our favor.

GALA DINNER

In the evening, a sumptuous Gala Dinner was arranged at Irrigation Rest House near Rawal Lake. It was an open air dining arrangement where HRDN members - attired in traditional clads - enjoyed the evening in a cool and refreshing breeze. The environment was further lightened by soft music and HRDN members from different areas mixed together and engaged in frank and friendly discussion. The event provided an opportunity to all members to know each other and a number of new friendships took birth at this occasion.

On the joyous event of Gala Dinner, a group of government officials and development professionals from SAARC countries also participated. These were the members of a batch of trainees who were on their visit to Pakistan for a training course in "Rural Development" at SAARC Human Development Center. They mixed up with the HRDN members as if they were known for long and a good deal of exchange of views and experiences took place on this occasion.

Poll Result

Q: What are the most burning current issues in Development?

A: some of the issues as follows, which people think:

- ◆ Community Development
- ◆ Education
- ◆ Health
- ◆ Awareness of communities towards helping themselves for capital development
- ◆ Poverty
- ◆ Fame
- ◆ Unemployment
- ◆ Promotion of Micro enterprise development
- ◆ Effective training and follow-up
- ◆ HRD, HRM

The second day of All Members' Meeting started with recitation of verses from Holy Quran.

NARRATION OF THE VERSES RECITED

Ms. Shahida Kazmi

He is Allâh, than Whom there is Lâ ilâha illa Huwa (none has the right to be worshipped but He) the All-Knower of the unseen and the seen (open). He is the Most Beneficent, the Most Merciful. He is Allâh than Whom there is Lâ ilâha illa Huwa (none has the right to be worshipped but He) the King, the Holy, the One Free from all defects, the Giver of security, the Watcher over His creatures, the All-Mighty, the Compeller, the Supreme. Glory be to Allâh! (High is He) above all that they associate as partners with Him. He is Allâh, the Creator, the Inventor of all things, the Bestower of forms. To Him belong the Best Names. All that is in the heavens and the earth glorify Him. And He is the All-Mighty, the All-Wise

STRATEGIC PLANNING

Mr. Saad Gilani, Program Officer (Research), made a presentation on the Strategic Planning of HRDN. The Strategic Planning Exercise of HRDN took place on August 16 -17, 2003 at Bhurban and was facilitated by Dr. Hamid Rafiq Khattak.

The major points of his presentation are

Vision of HRDN

An International Society of High Quality HRD Service Providers

Existing Mission Statement

To enhance the individual and organizational professional excellence for meaningful development interventions by facilitating research, training and capacity building activities at the national and international levels

Proposed / Suggested Mission Statements

- ◆ To contribute towards the capacity building of individuals and organizations both nationally and internationally by carrying out research, training and other related activities for achieving professional excellence allowing development interventions
- ◆ To promote HRD Sector and enhance the Individual and Organizational Professional Excellence through Research, Training and Capacity Building activities

Day-II

Objectives of HRDN

- ◆ To strengthen a forum for promoting human development
- ◆ To facilitate organizations in improving training related research, improving training quality and capacity building endeavors for promoting sustainable development
- ◆ To strengthen partnerships with national and international institutions and practitioners operating within the human development sphere
- ◆ To share training resources, i.e., training material, facilities, equipment, premises and resource persons etc
- ◆ To reduce duplication / overlapping of efforts, time, cost and energy at regional and national levels
- ◆ To organize national and international training events, seminars, workshops, visits etc
- ◆ To enhance synergy between training institutions to improve quality and outreach

Rationale for HRDN

HRDN was established essentially to fill the void that exists in the society in terms of:

- ◆ Proper standardized systems for HRD professionals
- ◆ Proper, authentic and relevant research in HRD Sector
- ◆ An advocacy platform working for the recognition of HRD professionals in the society
- ◆ Creating harmony among all the segments of the society for achieving holistic growth, with particular reference to enhancing the role of women
- ◆ Means of sustenance of the sustainable resources.

Major Future Priorities

- ◆ HRDN – becoming an Accrediting Body
- ◆ HRDN – gaining an International Stature
- ◆ HRDN – a sustainable entity
- ◆ HRDN - undertaking meaningful Research

Decisions About HRDN Strategic Plan

Members had a detailed discussion on the Strategic Plan. Some had reservations while others had appreciation for this exercise and finally it was decided that:

- ◆ HRDN Secretariat should circulate copies of this strategic plan among all its members through e-mail/website

Poll Result

Good Tips for HRDN (from Members)

- ◆ HRDN should be responsive to All Members Equally
- ◆ Branches of HRDN to be set-up in different regions i.e., HRDN AJK
- ◆ Emphasize on closer interaction between members
- ◆ Project development for fundraising
- ◆ Involve members in the planning procedures
- ◆ Always try to enhance the activities which improve interaction between members
- ◆ Creativity to retain interest of members
- ◆ At least one meeting in a month
- ◆ Professional forum to be set up
- ◆ Don't be self centered, give equal opportunities to all HRDN members, more training programs for the development of skill of HR professionals free of cost

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- ◆ Vision and mission should not be frequently changed – only strategies are required to be reviewed and modified according to the changing external environment
- ◆ Strategic plans should be developed by the Members themselves. External services should only be hired to streamline the process. Strategic plan is necessarily for the members, by the members and of the members.
- ◆ Small group among the members should volunteer their time for finalizing the strategy paper, business plan and SWOT for HRDN. For the next time, the Invitation for Strategic Planning Exercise would be circulated to all Members and those who are interested to attend would be called/facilitated to participate.

QUALITY STANDARDS FOR NON PROFIT TRAINERS

Shadab Fariduddin_Academic Consultant NGO Resource Center, Karachi

HRDN's Annual Trainers Retreat 2003 was based on the twin-themes of quality and evaluation. ATR emphasized the need to develop standards for nonprofit training as a means to ensuring quality in training evaluation. It was decided then that the quality framework presented at the ATR would be expanded into a system of standards, complete with implementation guidelines and quality assurance through robust system auditing.

- ◆ Standards will be developed by HRDN in collaboration with NGORC in the form of framework design advice, concept clarification and identifying international resource.
- ◆ HRDN will form the committees and technical groups essentially in two areas: standards development and standards verification.
- ◆ Focus groups will submit their findings to Technical Advisory Group, HRDN

There are two basic questions that require members' consideration:

- ◆ Do we agree to the idea of raising quality standards in training, for and not-for profit?
- ◆ How do we develop and implement standards?

Assuming a 'yes' for question # 1, I have presented a basic framework for development and implementation of standards. The scheme is meant to serve as a thinking guide. Building upon the paper, Quality Standards in Evaluation, presented at ATR 2003, the framework draws upon extensive literature review and similar experiences in Pakistan, namely:

- ◆ Quality Improvement Initiative, Skill Development Council, Karachi
- ◆ Charitable Organization Standards, Australia
- ◆ Lesson from Training Impact Evaluation for the Regional Programme for Capacity Building for Central and East Europe, Romania
- ◆ Framework for Quality of Technical Education, Russia
- ◆ Further Educating National Training Organization, UK
- ◆ International Standard Organization (ISO) and
- ◆ Capability Maturity Model, US and India

All members are invited to identify other areas for standards setting and advising on means to improve relevance of this task to nonprofit training.

Basic Premise

Quality is a holistic experience. Defining each element in terms of desirable features and activities to ensure attainment of these features forms the foundation of a QA system. Every activity in each element sends out a signal to create and reinforce an image of quality that is consistent and distinctive.

Basic issue

How to make quality a before-experience phenomenon rather than an after-experience conclusion? Quality must be expected before it is experienced!

Basic aspects of Quality

- ◆ Quality of academics: the quality of experience
- ◆ Quality of pre-and-post academic activities, marketing and learning support: the quality of expectations

Dimensions of Quality Standards

- ◆ Quality of Learners: our ability to say select participants in a way that maximize overall learning experience. So we need to set and measure standards for:
 - Pre assessment
 - Selection test
 - Interview
 - Employer reference
- ◆ Quality of Instructors: our ability to pick up and deploy the very best possible. Standards required for:
 - Selection
 - Orientation
 - Training and Development.
- ◆ Quality of Contents: our ability to create relevant contents that maximize learning and relevance to job/profession. Standards for:
 - Need analysis
 - Content validation
 - Collaborative effort in course design

- Formal approval from a Board of Studies involving employers/stakeholders
 - Localization/ indigenization of content to create relevance of learning: local examples, cases, field work.
- ◆ Quality of delivery processes: our ability to ensure consistent experiences for learners all the times. Standards for:
 - Consistency of output from multiple trainers in a course.
 - Consistency of output from one instructor of a course at different deliveries
 - Time allowed to absorb learning
 - Methodology
 - Providers' training
 - Technology
- ◆ Quality of assessment: our ability to improve continuously. Standards for:
 - Participants feedback
 - Peer review
 - Internal review
 - Independent review
 - User Review
 - Employers' feedback
 - Assessment mechanism
 - Transparency and reliability
- ◆ Quality of learning-support resources: our capacity to enrich the learning experience, beyond class room. Standards for:
 - Availability of books, journals etc
 - Access to digital resources, databases
 - Marketing support
 - Placement and job search support
 - Corrective and preventive measure
 - Capturing best practices
 - Continuous improvements

Discussion Points

- ◆ Certain elements/quality factors can be controlled/regulated while certain others cannot. The fact should be kept in mind while developing quality standards for Training and only those parameters should be developed which are controllable and verifiable
- ◆ A step-by-step approach should be adopted for developing quality standards, such as starting from Training Plan/Design and then moving onwards

- ◆ The Focus of Standards should be to enhance and ensure the extent of learning of trainees
- ◆ If required, a separate set of quality parameters should also be developed for post-training utilization of skills by the trainees
- ◆ Criteria for relevance of Trainer and Trainees with the training course should also be developed and given due consideration
- ◆ A Working Group on Quality Standards constituted for which following Members volunteered:
 - Mr. Ghias M. Khan SASMoN, Islamabad
 - Mr. Haq Nawaz Khan Cheema Agriculture Deptt. Govt. of AJK
 - Mr. Azam Khan Tareen PARC, Islamabad
 - Mr. Asmatullah SDPI, Islamabad
 - Mr. Sajjad Ahmad HRDN, Islamabad
 - Mr. Saeed Mirza UNDP, Islamabad
 - Mr. Syed Saghir Bukhari ROZAN, Islamabad
 - Mr. Shaukat Social Welf. & Women Dev. Deptt
 - Mr. Tariq Ansari Total Quality Consultants, Islamabad
 - Mr. Farhan Agha U-Fone, Islamabad
 - Ms. Shahida Kazmi Plan Pakistan, Islamabad
 - Ms. Mudassra Anwer Pakistan Bait-ul-Maal, Islamabad
 - Ms. Shazia Bangash National Drainage Program - Lahore
 - Mr. Shadab Fariduddin (in TAG) NGORC - Karachi
- ◆ It was decided that the first meeting of Working Group on Quality Standards would take place on Saturday, September 27, 2003, at HRDN Secretariat, starting at 1030 hrs (10:30 am)

FUTURE COURSE OF ACTION FOR HRDN

As viewed by HRDN Members

The Chairperson HRDN asked all the Members of HRDN to give their feedback on the following four crucial questions for HRDN:

- ◆ Whether there should be formal Terms of Reference for HRDN Members?
- ◆ What HRDN should do to achieve financial sustainability?
- ◆ Which Technical Advisory Group (TAG) would you like to support in future?
- ◆ How the communication gap between HRDN Secretariat and Members can best be overcome?

The responses along with the name of respondents are presented as:

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Abdul Malik	Yes, but why not adopt a code of ethics instead	<ul style="list-style-type: none"> ◆ Increase membership fee ◆ Reduce expenditure (simple food in events) 	<ul style="list-style-type: none"> ◆ Exposure visits ◆ Networking ◆ Gender equity 	Do not depend only on e-mail
Abdur Rauf, IKK	Yes	Contact other donors and start training	Yes	-
Adhana Rao	Yes	-	-	Should be well in time and confirmation should be by e-mail or tele-phone
Afshan Bhatti, The Network for Consumer Protection	Agreed	Yes, we need resource mobilization unit which can adopt different ways and means for this purpose	<ul style="list-style-type: none"> ◆ Training ◆ Research 	Yes, it does exist and a number of measures can be taken, e.g., web-maintenance, due response to those who want to become members etc

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Afshan Tehseen, ActionAid		Selling tickets for the fund-raising for the purchase of vehicle. At least 10 tickets per member can add a lot to generate enough money for vehicle provided the participants are willing. Other source can be the production and sale of quality manuals / research reports		
Anis Danish, NGORC	Yes	<ul style="list-style-type: none"> ◆ Regular meeting for annual fee ◆ Increase interaction among members at local chapter levels 		<ul style="list-style-type: none"> ◆ Local chapter will be responsible for communication / information ◆ Events plan having
Aqeela Tahir, IRM	Yes ToRs should be written for Members	Consultant for short period need to be hired to develop some proposals	I am ready for many committees	Individual members' address and e-mail need to be updated
Asmatullah, SDPI	<ul style="list-style-type: none"> ◆ Identification of their expertise and their assignment of responsibilities for HRDN ◆ Financial/Non-financial contributions annually, e.g., if I am trainer, I may impart training whose income be rested to HRDN ◆ Target for making new members 	<ul style="list-style-type: none"> ◆ Target fixation for BoD and Chapters ◆ Identification of potential sources ◆ Fund raising events of innovative and generic nature 	<ul style="list-style-type: none"> ◆ Training ◆ Program development 	Through e-mail or surface mail but, update of mailing list is necessary

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Azhar Hussain, SRSP Mansehra	Yes	<ul style="list-style-type: none"> ◆ Increase the membership fee ◆ Do the research work and sell it in market ◆ Seek consultancies for its members and charge 20-40% of consultancy fee 	-	HRDN is already doing well in communication
Azhar Qureshi, Eco-Conservation Initiatives	Yes	Encourage and involve members and their organizations to develop projects at the forum of HRD	Yes, any TAG	Streamline electronic mail system at the Secretariat
Faisal Zareen, SAHIL	-	<ul style="list-style-type: none"> ◆ Have separate cell for resource mobilization ◆ Head of this department should be specialized and experienced person ◆ No other responsibility be assigned to this cell ◆ BoD should give strategy to this cell and let it proceed with the techniques for fund-raising ◆ Include finance lead strategic planning into the strategies of HRDN 	-	-
Ghias Khan, SASMoN **	No, ToRs are for employees. Cannot be enforced for members (volunteers)	See priorities of funding of donors and bring such activities within HRDN's ambit and programs. Try building in hidden costs which can be taken into an endowment/ investment fund	Without personal interest and commitment, these are not workable. Develop these within members	Personal member-to-member interaction through calls, postal mail. E-mail need to be enforced

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Grace T. Sheikh, Plan Pakistan	Yes	Resource mobilization section should be created at HRDN. for this, HRDN should: <ul style="list-style-type: none"> ◆ Prepare a business plan in line with its strategic plan ◆ Apply for HRDN tax exemption from CBR ◆ Prepare strategies for fund-raising through consultants /donors ◆ Voluntary contribution from members / fee ◆ Administer fund-raising events ◆ Package + sell training material ◆ Others 	<ul style="list-style-type: none"> ◆ Quality standards ◆ Fund raising 	
Ijaz Khaliq, IRM	Yes	Local resources like national companies because they are by law, bound to do something for social development so we should explore those areas which can be done by every member, i.e., BoD, Professional Members. Other sources can be: <ul style="list-style-type: none"> ◆ Consultancy fee ◆ Facilitating fee ◆ Membership fee 	No, I don't want to be member of any TAG	Communication is fair enough but the coordinator should monitor that the information has been sent to the member or not. It is only the matter of management

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Karma Loday SNV Bhutan ***	Yes, it would clarify what a member is responsible to do	Make available a list of profile of expertise in specific fields to draw upon by members. The consultancy fees can be additional fund for HRDN.	No, it is impractical due to geographical distance	I do not understand the concept of Local Chapter. I can contribute to HRDN only in the capacity of a Focal Person
Lala Neel Ambar, PPAF	Yes	By doing any charitable function like J. Salik did in last month for the payment of WAPDA bills for the Kachi Abad around Islamabad by famous singer Ibrar ul Haq	Yes	Think as when you are thinking about your organization
M. Akram Kasi, WESS Quetta	Yes	Consultancy unit for ◆ Audits ◆ HR systems development ◆ Resource mobilization unit ◆ Local corporate fund-raising ◆ Foreign donors/trusts etc	Any TAG	Communication is fine with members. It should be strengthened with Donors
Manizeh Bano, SAHIL	ToR for members should be made	Have a separate working group for Sustainability	Training	On website, give updates and reports of events
Mir Usman, Nestle Pakistan	Make mandatory to involve students in this sector by making them aware about what is HRDN, how it works and what they can learn	As far as financial issue is concerned, I imagine that the organization is in its resume stages so it better should depend upon donors rather than expecting from members yet	Make possible that HRDN should reach to masses on different levels	Brisk response is very mandatory to enhance level of communication
Mudassra, PBM	ToRs for members should be designed to streamline the activities	Financial sustainability may be achieved by charging fee for training coordination and selling of publications	TAGs must be assigned tasks on quarterly basis and review be done accordingly to improve it.	Communication gap may be overcome by reminders through e-mail – while invitation by mail for events

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
M. Nadeem Dogar, PRSP	Enter members into a psychological contract. Just the expectations. No compulsions	Sure but HRDN should develop its own unique sellable products	Not clear about it right now as I am a candidate for membership	
M. Zia ur Rehman, Awaz Foundation	Yes, ToRs are necessary	<ul style="list-style-type: none"> ◆ Involvement of corporate sector like HRDN has given space to Hubco and others during HRD Congress. HRDN can also ask for financial support from such organizations. ◆ I think secretariat has failed to communicate that membership year is over. Please send the members a form for the membership fee of new year ◆ Fund-raising campaigns for special events of HRDN. Special contributions can be requested from Members ◆ BoD may be more active in fund-raising activities ◆ Local Chapters may be given more responsibility regarding resource 	I am not interested yet	
Nabia, SAHIL		There should be a department for fund-raising at HRDN		Communication should be improved. HRDN should inform their members by web and also by post but on right time.

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Najaf Khan, PPAF	No	Members contribution (social responsibility) and Business Plan	Training	It is fine
Naushaba Karim, Anthropologist	I am a new member. My suggestion about all four points will not be in any direction because I want to discuss some points with Board of Directors. After discussion, I will submit my suggestions being an anthropologist. I am too much serious to participate with full sincerity to this organization			
Raheel Khan, Khadija, Nasira	Yes	<ul style="list-style-type: none"> ◆ Professionals of high caliber, experience, having repute, name and goodwill in the market may be elected to BoD who can, then, help in generating funds ◆ Fund generating component in HRDN Secretariat ◆ HRDN working as Consultant to train employees of corporate and civil society organizations 	No	It is OK
Rizwana Akhtar, Plan Pakistan	Yes	<ul style="list-style-type: none"> ◆ A group of people at Secretariat level ◆ Individual consultancies ◆ HRDN facilities should be used for meetings 	<ul style="list-style-type: none"> ◆ Training ◆ Networking 	After disseminating information, get feed back through e-mail. If there is no confirmation from the members, please send once again or contact by phone
Saeed Mirza, UNDP	No	For financial sustainability, the HRDN should do the trainings and other business to generate funds for HRDN. I can work for overcoming communication gap and sustainability of HRDN	No	Yes

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Shadab Faridudin, NGORC *	Yes, but why not adopt a code of ethics instead	Operationalize the suggestions given verbally on different occasions	Training – to represent HRDN-NGORC collaboration in setting standards	It is fine so far. Just popularize the website
Shahida Kazmi, Plan International	Yes	<ul style="list-style-type: none"> ◆ Government agencies ◆ Private sector ◆ Grants generation from INGOs ◆ Literature selling ◆ Marketing different things ◆ Less expenditure in AMM, ATR and other events ◆ Optimum utilization of available resources 	Yes, we need them but consensus in selecting them. I would like to become a Gender Equity Group member	Timely information dissemination. At the end of one activity, announcing the next one with sharing of planning for upcoming activity
Sheikh Tanveer, HANDS	<ul style="list-style-type: none"> ◆ Regular payment of fees ◆ Regular representation in all events ◆ Contributing other than fee ◆ Activating local chapters 	<ul style="list-style-type: none"> ◆ More proposals submission ◆ Regularity in fee / increase in fee ◆ Income generating trainings 	-	Local Chapters be involved for dissemination of Information
Shaukat Ali, SW&WDD	Yes, there should be ToRs for members for better future of HRDN	All the members should contribute for the financial resource generation for sustainability	<ul style="list-style-type: none"> ◆ Training ◆ Research 	Those members who complaint should be asked about easy way to communicate with them
Shazia Bangash	There should be ToRs for the members so that everybody is clear about his/her responsibilities	Organize events (like HRD Congress) to generate funds. Members should donate some reasonable amount. Local philanthropists should also be encouraged to donate.	No	I think it is already improved but if members cannot open / check their mails, there is no fault of Secretariat

Name	ToRs for Members	Financial Sustainability	TAG	Communication Gap
Tariq Ansari, Arshad Akif, Farhan Mahmood	Responsibilities and contribution through association	Every member ought to think and suggest various ways for self-dependency	HRD standards and practical training programs to create a pool of experts to help generate fee	We offer three day program on effective communication to be held at HRDN Secretariat Islamabad
Waqar Haider Awan		<ul style="list-style-type: none"> ◆ Monthly magazine of HRDN, its subscription fee and advertisement fee ◆ Publications of HRDN ◆ Researches etc ◆ Conducting seminars inviting international personalities to talk and charge fee – subsidized for members 		

* The value of HRDN would be determined by the professional value add or opportunities it create for members. Go beyond dining and picnicking events.

** Volunteerism be increased through member upgrading based on their physical involvement in HRDN activities

*** I will try and encourage relevant institutions in Bhutan to join the HRD Network

LOCAL CHAPTER

Quetta experience

Mr. Muhammad Akram Kasi, Focal Person for HRDN in Quetta, presented the program situation in Quetta. He said that he himself is presently working with WESS, which is a joint venture of UNICEF and Taraqee Trust. He said that the HRDN was introduced in Quetta by Ms. Grace T. Shaikh (HRDN Board Member), however, since she has now been transferred to Islamabad, therefore, he has been assigned to look after the HRDN interests in Quetta. He paid thanks to the Board of HRDN for reposing this confidence in him and he committed that he will work dedicatedly together with his other members in Quetta and would show a real change in the local Human Resources.

Mr. Kasi was very optimistic about HRDN's sustainable future. He said that there are a lot of untapped resources, which needs consideration and utilization by HRDN for a secured future. He said that technical resources are more important than financial resources and he offered to arrange high-caliber technical people from different countries who can provide their expertise to this Network voluntarily. He said that in WESS, they have good volunteers from Australia, Netherlands and other European countries.

He concluded with a renewed commitment for the promotion of the cause of HRDN.

OVERSEAS CHAPTER

Bhutan

Ms. Karma Loday, Focal Person for HRDN in Bhutan, expressed her gratitude to HRDN for inviting her to this informative event. She said that this event was more useful than her expectations and she is taking loads of information about the HRD paradigms and international propositions about this sector. She said that the event has enabled her to understand her role properly and she also learnt a lot of terminologies about HRD. She said that now she is in a better position to represent HRDN at Bhutan and will certainly give boost to its membership out there.

While concluding, she paid thanks to HRDN and all its Members for their support, hospitality and cooperation during this event and expressed her confidence that this Network would surely go a long way because it has very good people on board.

ELECTION

In pursuance of the decision by the Board of Directors Meeting, those Board Members who have less than fifty percent attendance in Board Meetings would be considered "retired" and their substitutes would be elected in the next All Members Meeting. The idea was shared with All Members and their consent was obtained on this system. The decision would be implemented from the next (5th) All Members Meeting for which the responsibility of timely intimation to all the members would rest with the HRDN Secretariat.

FUTURE EVENTS

Mr. Roomi S. Hayat informed the members about the major future events.

Website

The interactive website is now fully operational and members can enjoy their personal pages on the website where they are able to see things of their professional interest. Database is also being developed. He requested that those members who haven't yet sent their photographs to the Secretariat should make sure that their photographs reach the Secretariat within shortest possible time so that their complete database could be displayed on the website. He also requested the Members to keep the Secretariat informed about their change in address, telephone number or e-mail address so that they can get information from HRDN smoothly and swiftly.

Future Events

The major future events and their tentative months are:

- | | |
|------------------------------|-------------------------|
| ◆ Annual Trainers' Retreat | April 2004 |
| ◆ All Members' Meeting | August - September 2004 |
| ◆ International HRD Congress | October 2004 |

Annual Trainers' Retreat in Kathmandu

The issue of holding next Annual Trainers' Retreat in Kathmandu was discussed at length. Various options came under discussion including:

- ◆ Cost contribution by participants (Rs: 15,000 per participant as 50% of their travel cost)
- ◆ Fund raising through different events (fun fair etc)
- ◆ Seeking donations from different agencies
- ◆ Seeking sponsorships from corporate sector

Some of the members had their reservations on the idea & they thought it a wasting exercise.

It was finally decided that if HRDN succeeds in arranging sufficient financial resources then the ATR would be held in Kathmandu otherwise, it will take place in Pakistan. For fund raising, a sub-committee was formed which consists of:

- | | |
|----------------------|----------------|
| ◆ Mr. Asmatullah | SDPI Islamabad |
| ◆ Mr. Muhammad Akram | WESS Quetta |

- ◆ Mr. Israr Chaudhry
- ◆ Mr. Haq Nawaz Khan

NCRD Islamabad
Agriculture Department, Govt. of AJK

CONCLUSION

Mr. Roomi S. Hayat, Chairperson HRDN, concluded the event by saying that "There are a lot of dreamers but we also need some doers to implement your dreams. We encourage you all to come forward and work with the team to make this Network a more strengthened entity. We have a fully equipped Secretariat available for your service. If we get resources, we'll surely go for better events and achievements".

VOTE OF THANKS

Ms. Robeela Bangash, Honorary Network Coordinator, paid cordial thanks to all the participants for their active and vigorous participation in this two-day event and expressed her hope to meet next time with a better program for the Members.

SCHEDULE
Fourth All Memembrs Meeting
 National Library Auditorium, Islamabad
 September 20 - 21, 2003

Day -I

INAUGURAL SESSION

1	Registration/ Participants to be seated		0900 - 0930
2	Arrival of the Chief Guest	Senator Nisar A. Memon	0930
3	Recitation from the Holy Quran		0935 - 0945
4	Welcome Note	Roomi S. Hayat	0945 - 0955
5	Presentation of HRDN Activities	Robeela Bangash	0955 - 1015
6	Address by Chief Guest	Senator Nisar A. Memon	1015 - 1030
7	Vote of Thanks	Tanya Khan	1030 - 1035
8	Refreshments/Visit Literature Exhibition		1030 - 1115

WORKING SESSION-I

1	Analysis of HRDN	Zubair Qureshi	1115 - 1300
2	Lunch and Prayer Break		1300 - 1400
3	HRD Quality Standards: Globalization Imperatives	Dr. A. R. Kemal	1400 - 1530
4	Tea Break		1530 - 1600

WORKING SESSION-II (four parallel sessions with experts)

1	Stress Management at Work Place	Sq. Ldr. Mansoor Ahmed	1530 - 1700
2	HR Policies: Performance Appraisal for NPOs	Azhar Saeed	"
3	Training Techniques: What's New	Dr. Tahir Hijazi	"
4	HRD And Gender Dimensions	Shahnaz Kapadia / Asmat Ullah	"

GALA DINNER

- ◆ Enjoy the traditional foods in the ambiance of Rawal Lake environment

- ◆ The members can bring their spouse (only) with them
- ◆ Members are requested to wear traditional dresses only, at this occasion

Day -II

WORKING SESSION 1

1	Presentation of Paper	Shadab Farid ud din	0935 – 1030
2	Strategic Planning for HRDN	Saad Gilani	1030 – 1130
3	Tea Break		1130 – 1200
4	Presentation of Analysis by Groups	Zubair Qureshi / Members	1200 – 1400
5	Lunch and Prayer Break		1400 – 1500

WORKING SESSION 2

1	Local Chapters (Quetta Experience)	Muhammad Akram Kasi	1500 – 1515
2	Overseas Chapter (Bhutan)	Karma Loday	1515 – 1530
3	Election of BoD	Waqar Haider Awan	1530 – 1600
4	Concluding Remarks	Roomi S. Hayat	1600 – 1620
5	Vote of Thanks	Robeela Bangash	1620 – 1630

List of Participants Fourth All Memembs Meeting

National Library Auditorium, Islamabad
September 20 - 21, 2003

S.No.	Names	Designation	Organization
1	A. M. Akram	HR Coordinator	WESS - Quetta
2	Abdul Mallik	Consultant	Free Lance Consultant
3	Abdul Nabi Magsi	D.D.O. (E)	
4	Abdul Rasheed Ch.	Consultant	
5	Abdul Rauf	Programme Manager	IKK
6	Adnan Shaikh	PA - Accounts	HRDN
7	Adhana Rao		
8	Afshan Bhatti	HR Coordinator	The Network
9	Afshan Tehseen	Member BOD	HRDN
10	Akbar Lashari	President	Village Shadabad Welfare Organization
11	Alia Imam	-	South Asia Partnership -Pakistan
12	Almas Saleem	Community Dev. Officer	PLAN Pakistan
13	Anis Danish	Dev. Management Officer	NGO Resource Centre
14	Aqeela Tahir	Member BOD	HRDN
15	Arshad Akif	Program Manager - Training	Thames Business School
16	Arshad Waheed		Institute of Social Policy
17	Asadullah Akramyar	HR Coordinator	DACAAR
18	Asmat Ullah	Training Associate	SDPI
19	Atiq ur Rahman Mirza	Programme Officer	NRSP
20	Azhar Hussain	Regional Program Manager	SRSP
21	Azhar Khan		NCHD
22	Azhar Qureshi	Chief Executive Officer	ECO-Conservation
23	Azhar Saeed	Programme Officer	PCP
24	Azra Pervalz		Sawat
25	Batool Akhtar	JPO	NRSP-IRM
26	Ch. Abdul Rasheed		CCB
27	Dr. A. R. Kemal	Director	PIDE
28	Dr. Salma		PFFB
29	Dr. Tahir Hljazi	Dean - Business Studies	M. A. Jinnah University

S.No.	Names	Designation	Organization
30	Ejaz Ahmad	Country Manager	GHK International
31	Fahad		Student
32	Faisal Hashmi	Social Organizer	NRSP
33	Farhan Nawazish	PA - IT	HRDN
34	Farhat Imran	Consultant	
35	Farrukh Aftab	-	UPF
36	Fayyaz Shah	Social Organizer	NRSP
37	Ghulam Mehdal		Balistan NGOs Network
38	Ghulam Qadir	Naib Nazim	
39	Ghulam Sarwar	TMO	
40	Grace T. Shalkh	Member BOD	HRDN
41	Hajera Pasha	Intern	NRSP-IRM
42	Hamid Sarfaraz		IUCN
43	Haq Nawaz Khan	Deputy Director	Agriculture Dept, Govt. of AJK
44	Humaira Sharif		APP
45	Humaira Sultan	Admin. Officer	Khushali Bank
46	Ijaz Khaliq	Programme Officer	NRSP-IRM
47	Imran Alvi	Consultant	
48	Imrana Farrukh		Habib Bank of Pakistan
49	Irfan Hayat Khan	Programme Officer	Taraqee Foundation
50	Ishrat	Receptionist	HRDN
51	Israr M. Khan	Assistant Director	NCRD
52	Israrul Haque	Director – Training & Admin	NCRD
53	Javed Patel		NGORC
54	Johar Ayub Tareen	Nazim	CCB
55	Juma Khan	Councillor	
56	Karma Loday	Program Officer	SNV Bhutan
57	Khadija Rabbani		
58	Khadija Shahid	Grants Associates	ESRA -USAID
59	Khalid Masood Chaudhry	Member BOD	HRDN
60	Lubna Javaid	JPO	NRSP-IRM
61	M. Arshad Khan		
62	M. Shahbaz Ullah		SWS, SGD
63	M. Tariq Nazir	Social Organizer – Incharge	NRSP
64	Mahmood Akhter Cheema	Member BOD	HRDN

S.No.	Names	Designation	Organization
65	Malik Fateh Khan	Regional General Manager	NRSP-pindi region
66	Manizeh Bano	Executive Director	SAHIL
67	Manzoor Khaliq	Member BOD	HRDN
68	Mir Usman	Sales Officer	Nestle Milk Pak
69	Mr. Zulfiqar Ahmad	Chief Operating Officer	NCHD
70	Mudassara Anwar	Deputy Director	Pakistan Bait-ul-Mal
71	Muhammad Azam Khan	Deputy Director	NARC
72	Muhammad Bashir	Nazim	CCB
73	Muhammad Sajjad Ashraf	Senior Credit Officer	NRSP
74	Muhammad Shafiq	Management Executive	PPAF
75	Muhammad Yar		
76	Muhammad Zafarullah Khan	Chief Executive Officer	Ghazi Barotha Taraqiat Idara
77	Muhammad Zia ur Rehman	Chief Executive Officer	AWAZ Foundation
78	Muhammad Zubair Qureshi	HR Advisor	PLAN Pakistan
79	Mujahid Rasheed	Student	M. A. Jinnah University
80	Mujeeba Batool	JPO-Networking	HRDN
81	Mujtaba Piracha	Chief Executive Officer	RSPN
82	Mukhtiar Chhalgari		Strengthening Participatory Organization
83	Nadia Riasat	Intern	HRDN
84	Nafeesa Mushtaq	Intern	NRSP-IRM
85	Najaf Khan	Training Officer	PPAF
86	Nargis Seemab	Sr. HRD Officer	SRSP Peshawar
87	Nasira Badar	Training Coordinator	Human Dev. Institute – Khushhali Bank
88	Naushaba Karim	Anthropologist	Free Lance
89	Naveed Nawaz		HDF
90	Naveed Siddique	Media Consultant	HRDN
91	Noor Ahmad	Nazim	
92	Ozair A. Hanafi	Member BOD	HRDN
93	Quratulain Yousaf	Programme Assistant	NRSP-IRM
94	R. Y. Jalali	Programme Officer	NRSP- IRM
95	Raheel Khan		Free Lance
96	Rizwana Akhtar	Community Dev. Officer	PLAN Pakistan
97	Robeela Bangash	Hon. Network Coordinator	HRDN
98	Roomi S. Hayat	Chairperson	HRDN

S.No.	Names	Designation	Organization
99	S. M. Anas		Dir ITI
100	S. Zulfiqar Ali		NCHD
101	Saad Gilani	PO-Research	HRDN
102	Sabahat Ikram		AJKU
103	Sadia Mallk	Programme Officer	ROZAN
104	Saeed Mirza	Community Dev. Officer	UNDP
105	Sajjad Ahmad	PO-Training	HRDN
106	Samina Khan	Program Coordinator	SUNGI Development Foundation
107	Sana Shahid	Stage Secretary	
108	Sarfraz	SSO	UNDP
109	Shadab Fariduddin	Academic Consultant	NGORC
110	Shahid Iffikhar Shah	Senior Credit Officer	NRSP
111	Shahida Jaffery	Chief Executive Officer	BRSP - Quetta
112	Shahida Kazmi	PRM Grants Officer	PLAN Pakistan
113	Shahnaz Kapadia	Gender Specialist	
114	Shaukat Ali	Assistant Director	Social Welfare & Women Development
115	Shazia Bangash	Consultant	National Drainage Program
116	Shukria	Social Sector Chief	LPRP-UNDP
117	Sq. Ldr. Mansoor		
118	Sunil Issac	PA-Admin	HRDN
119	Syed Faisal Sajjad		
120	Syed Farhan Mahmood	HRD Head	Ufone
121	Syed Saghir Bukhari	Programme Officer	ROZAN
122	Tajammul Hussain	Rural Project Officer	CONCERN Pakistan
123	Tanya Khan	Program Support Coordinator	Save The Children USA
124	Tariq Ansari	Consultant	Total Quality Consultants
125	Waqar Haider Awan	Member BOD	HRDN
126	Zahid N. Khattak		IYF
127	Zulfiqar Ahmad	Chief Operating Officer	NCHD
128	Zulfiqar Bihamani	Programme Officer	Village Shadabad Welfare Organization
129	Zulqarnain Asghar		Friendship House

HUMAN RESOURCE DEVELOPMENT NETWORK

Year 2003
at a Glance

SETTING THE SCENE

- ◆ Established in 1999
- ◆ Independent Secretariat (since 2002)
- ◆ Funding Sources
 - ActionAid Pakistan 2001-2003
 - Aga Khan Foundation 2002-2004
 - Other HRDN Sources
- ◆ Members (beneficiaries) comprise of
 - Organizations
 - ◆ NGOs, Donors, Government, Corporate Sector
 - Individuals
 - ◆ Professionals, General, Students

HRDN GOVERNANCE STRUCTURE (Checks & Balance System)

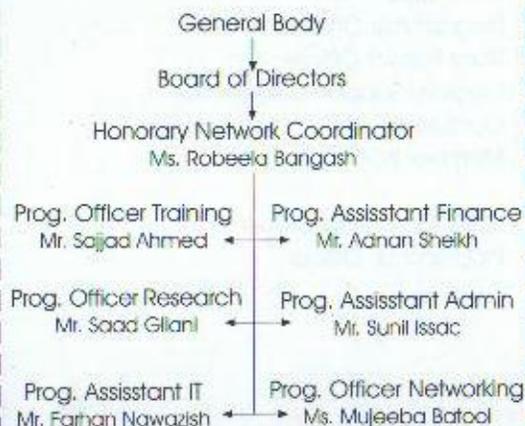
- ◆ General Body
- ◆ Board of Directors
- ◆ Technical Advisory Groups
 - TAG (Research)
 - TAG (Networking)
 - TAG (Training)
 - TAG (National / International Exposure Visits)

(to be continued)

HRDN GOVERNANCE STRUCTURE (Checks & Balance System)

- ◆ Working Groups
 - Gender Equality Working Group
 - Working Group for Program Development
- ◆ Committees
 - Membership Acceptance Committee
 - Purchase Committee
 - Staff Selection Committee

HRDN MANAGEMENT STRUCTURE

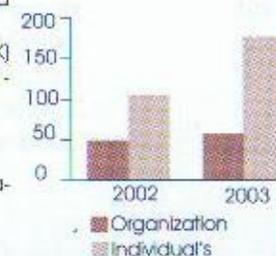


NETWORKING

	2002	2003
◆ Individual members	105	168
◆ Organizational members	50	59
◆ Pending Applications	0	120

Chapters

- NGORC - Karachi
- Taraqi Trust - Quetta
- SRSP - Peshawar
- Muzaffarabad (AJK)
- Rughav Raj Regmi - Nepal
- Karma Lunday - Bhutan
- Dupal Chiranjeewa - Sri Lanka



TRAINING

- ◆ International HRD Congress (Jun 2003)
 - Harnessing Human Capital – Key to Economic Development
- ◆ Annual Trainers' Retreat (Apr 2003)
 - Quality Standards for Training Evaluation
- ◆ Seminars
- ◆ Member's capacity building visits
- ◆ Strategic Planning for HRDN (Aug 2003)
- ◆ Training Need Assessment (Aug 2003)

PUBLICATIONS

- ◆ Newsletter "ILLUME" vol:1& 2
- ◆ International HRD Congress Report
- ◆ International HRD Congress Papers
- ◆ International HRD Congress Souvenir
- ◆ Annual Trainers Retreat Report
- ◆ Building Strategies for Effective Gender Training
- ◆ Annual Report 2002
- ◆ 3rd All Members Meeting Report

GENDER EQUALITY

- ◆ Code of Conduct on Sexual Harassment
- ◆ Study on Gender Networks in Pakistan
- ◆ Seminars
 - Gender Equality and Islam (Islamabad)
 - Gender Dimensions in Development (D.I.Khan)
 - Women, Work and Empowerment (Islamabad)
 - Human Dignity & Security (Muzaffarabad)

RESEARCH

- ◆ Workshop on "Research Proposal Development"
- ◆ Research - In progress
- ◆ Articles on HRD

QUALITY STANDARDS

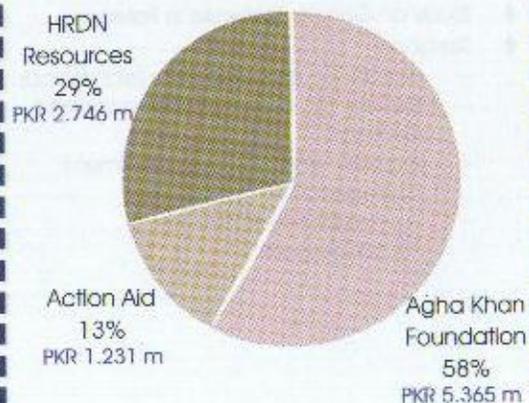
- ◆ Quality Standards in Training Evaluation
- ◆ Code of conduct for Sexual Harassment
- ◆ Publications of quality standards

INFORMATION CLEARING HOUSE

- ◆ Resource Center
 - Digital Library/ Cataloguing in process
- ◆ Website
 - Interactive website
 - Added value and facilities
 - HR Database (HRIS) be completed soon

FINANCIAL FACTS

Since Inception



FUTURE PLAN

- ◆ Strategy Development and Business Plan (By Dec 2003)
- ◆ HRDN – as an Accreditation Body (Process)
- ◆ Research Journal & Articles on HRD (By Dec 2003)
- ◆ Enhanced scope of work as per TNA (Process)
- ◆ Annual & periodical capacity building events
 - (Seminars, Meetings, Capacity Building Visits) (Process)
- ◆ Facilitating Members to promote Gender enabling environment
- ◆ TT 2003 (Capacity Building of Trainers) (By Nov 2003)
- ◆ Publications (Process)

CHALLENGES

- ◆ Strategic Challenges
 - Sustainability of HRDN
 - Resources for capacity building – abroad
- ◆ Management Challenges
 - Availability of appropriate staff
- ◆ Operational Challenges
 - Smooth Expansion / Increased Coverage
 - Reactivation of Chapters
 - Members' Interest in HRDN Activities

TOPIC OF SEMINARS IN 2003

- ◆ Gender Equality & Islam (Islamabad)
- ◆ Human Re-engineering (Islamabad)
- ◆ Gender Dimensions in Development (D.I.Khan)
- ◆ Women, Work and Empowerment (Islamabad)
- ◆ Subliminal Transformation of Human Resources (Islamabad)
- ◆ Human Effectiveness In Organizational Performance (Peshawar)
- ◆ Code of Conduct on Sexual Harassment (Islamabad)
- ◆ Governance Issues In NGOs (Quetta)
- ◆ Outcome Based Learning (Karachi)
- ◆ Human Dignity & Security (Muzaffarabad – AJK)

MEMBER'S CAPACITY BUILDING VISITS

- ◆ HRD & Poverty Alleviation
 - Thardeep Rural Development Program (TRDP)
- ◆ Change Management
 - Pakistan Tobacco Co. Ltd. Akora Khattak

THANK YOU

PERFORMANCE APPRIASAL IN NONPROFIT ORGANIZATIONS

by Azhar Saeed
Prgramme Officer, Pilanthropy services
Pakistan Centre for Philanthropy

WHY PERFORMANCE APPRAISAL

- ◆ In support
 - ◆ What you cant measure, you cant improve;
 - ◆ It is Important to differentiate between high performers and low performer for reading decisions;
- ◆ Against
 - ◆ It is stressful
 - ◆ People can never judge other people accurately
 - ◆ Subjectivity and personal likes and dislikes
 - ◆ Stifles creativity
 - ◆ Measurement is anti humanistic

PERFORMANCE MANAGEMENT SYSTEM

- ◆ Defining performance
- ◆ Planning performance
- ◆ Enabling performance
- ◆ Measuring performance
- ◆ Appraising performance
- ◆ Rewarding performance

PERFORMANCE APPRIASAL METHODS

- ◆ Written essays
 - ◆ Simplicity
 - ◆ No complex forms, no training required
 - ◆ Flexibility
 - ◆ Depend heavily on the writing ability of the appraiser
 - ◆ Very subjective
 - ◆ No 'appraisee' involvement

- ◆ Critical incidents
 - ◆ Rich record to discuss with appraisee
 - ◆ Clearly defines what behaviors are desirable and otherwise
 - ◆ Time consuming
 - ◆ Large number of good and bad incidents may end up confusing the appraiser at the time of appraisal.
- ◆ Graphic rating scales
 - ◆ Simple; easy to fill
 - ◆ less time consuming
 - ◆ Allows for quantitative analysis - comparisons
 - ◆ Seems objective but actually subjective
 - ◆ Assesses traits, not behaviors

BEHAVIORALLY ANCHORED SCALE

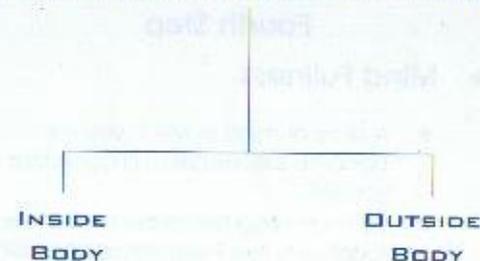
- ◆ Behavioral examples
- ◆ Performance dimensions
- ◆ Behavioral descriptions

INTRODUCTION TO CLASSICS OF MEDITATION

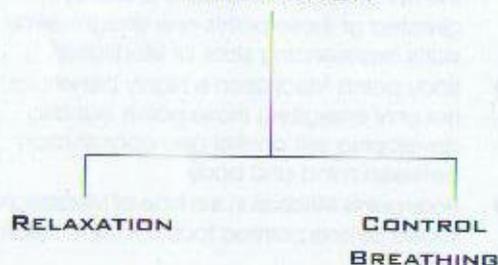
TYPES OF MEDITATION

- ◆ One pointed focus of mind.
- ◆ Nowness
- ◆ Complete Emptiness (Purest Form of Meditation)

ONE POINTED FOCUS OF MIND



PRACTICAL EXERCISE First Step MEDITATION



To enter into the state of Meditation, relaxation and Control breathing are prerequisites

PRACTICAL EXERCISE Second Step

- ◆ **Feeling Emptiness**
 - ◆ Gap of 3 seconds after Exhalation and Feeling Complete Emptiness of Mind in this Gap.
 - ◆ Practice Time about 1 Minute.

PRACTICAL EXERCISE Third Step

- ◆ **Senses Meditation**
 - ◆ Mind Focusing on Sense of TOUCH for 30 seconds.
 - ◆ Mind Focusing on Sense of SOUND for 30 seconds.
 - ◆ Mind Focusing on Sense of SIGHT for 30 seconds.
 - ◆ Mind Focusing on Sense of SMELL for 30 seconds.
 - ◆ Mind Focusing on Sense of TASTE for 30 seconds.

PRACTICAL EXERCISE
Fourth Step

◆ **Mind Fullness**

- ◆ A state of mind in which you will become fully aware and conscious of yourself.
- ◆ You can integrate all the five senses together to feel them with each passing moment

PRACTICAL EXERCISE
Fifth Step

◆ **Nowness**

- ◆ A state of mind in which you will keep the mind with the present moment.
- ◆ Keeping the focus of mind only on the sense of sound is extremely helpful to keep the mind in the Nowness.

PRACTICAL EXERCISE
Sixth Step

◆ **Emptiness**

- ◆ This is the purest form of Meditation in which you will consciously make an effort to keep the mind totally blank.
- ◆ It is extremely helpful to keep the focus of mind right through the centre of your head and feeling the hollowness of mind.

PRACTICAL EXERCISE
Seventh Step

◆ **Focusing the Mind Towards Heart**

- ◆ After passing few moments of complete emptiness you could feel that mind starts settling down towards the heart.
- ◆ Turn the inward gaze of mind towards the heart.

PRACTICAL EXERCISE
Eighth Step

- ◆ Mind focusing towards the heart.
- ◆ Ask only one Question, Deep-Deep down at Your heart.

WHO AM I ?

BODY POINTS MEDITATION

- ◆ There are certain highly important glands in the human body and mind focusing if directed at those points one straight away starts experiencing state of Meditation
- ◆ Body points Meditation is highly beneficial not only energizing those points but also developing self control and coordination between mind and body.
- ◆ Body points Meditation is a type of Meditation known as one pointed focus of mind inside body.

BODY POINTS MEDITATION

- ◆ Back of head.
- ◆ Third Eye.
- ◆ Tip of the Nose.
- ◆ Heart.
- ◆ Solar Plexuses

POSTURE SOF MEDITATION

- ◆ Complete Relaxation Posture.
- ◆ Simple cross legs.
- ◆ Complete Lotus Posture.
- ◆ Folded Legs Posture.
- ◆ Bowing Head Posture.

THINK LIFE CONTAINING THREE LEVEL

- ◆ Beingness is the basic experience of being alive and conscious. It is the experience we have in deep meditation, the experience of being totally complete and at rest within oneself.
- ◆ Doingness is movement and activity, it stems from the natural creative energy that flows through every living thing and is the source of our vitality.
- ◆ Havingness is the state of being in relationship with other people and things in the universe. It is the ability to allow and accept things and people into our lives; to comfortably occupy the same space with them.

BEINGNESS, DOINGNESS AND HAVINGNESS

- ◆ Are like a triangle where each side supports the others.



- ◆ They are not in conflict with each other.
- ◆ They all exist simultaneously.

WHERE WE ARE WRONG IN OUR DAILY LIFE

- ◆ We try to have more things, or more money, (Havingness). In order to do more of what we want, (Doingness) so that we should be happy (Beingness).
- ◆ This is the wrong way to achieve things what we want quickly.
- ◆ The way it actually works effortlessly and miraculously is the reverse.
- ◆ We must fully feel ourselves (Beingness) so we can focus and facilitate our (Doingness) and to increase and expand our (Havingness).

THANK YOU

NEWSPAPER HEADLINES

BUSINESS RECORDER

ISLAMABAD
September 21, 2003

HRDN meeting from 20th

RECORDER REPORT

ISLAMABAD, The 4th All Members Meeting of the Human Resource Development Network (HRDN) will be held here on September 20-21 to review policy and diverse strategy for future course of action.

In a press statement issued here on Tuesday the HRDN said, that the annual All Members Meeting (AMM) is the platform where HRDN Members get the opportunity to sit back and share their view points with others for strengthening the Network. PML-Q senator and former federal information minister Nisar A. Memon will be the chief guest in the inaugural session.

The chief guest will deliver the keynote address and elaborate the significance, of Human Resource Development in the socio-economic development. Roomi S. Hayat, Chairperson HRDN, will deliver the address of welcome and briefly elaborate HRDN's performance, achievements and its future course of action. Robeela Bangash, Honorary Network Coordinator will also explain in detail the progress achieved by the Network and the major activities done in the last one year

THE NEWS

ISLAMABAD, September 20, 2003

Nisar underlines need for skilled human resources

ISLAMABAD: Senator Nisar A. Memon has underlined the need for skilled human resources for economic development of Pakistan.

He was addressing the fourth All Members Meeting of Human Resource Development Network which started here on Saturday. Senator Nisar A. Memon inaugurated the two-day moot. He called for renewed commitment for the cause of human development and identified a number of areas where HRD professionals can chip in with their professional services.

He said that the Constitution of Pakistan has a number of provisions which are not yet fully implemented due to lack of skills and awareness among the people of Pakistan.

Nisar said eradication of violence against women, equal opportunities for womenfolk, speedy justice, corruption free executive are need of the time.

The annual meeting is aimed at bringing all members from Pakistan and neighbouring countries - Afghanistan, Bhutan and Nepal together for discussing the issues faced by human development professionals.

The meeting will devise appropriate strategies to overcome the problems identified by its members through effective policy revision and other suitable measures. So far, the network has gone a considerable length in improving the quality of training and other HR activities and has initiated the process of capacity building, research, information sharing, database development, resources centre, exposure visits for promoting interests of HR professionals and organisations.

The Aga Khan Foundation and ActionAid Pakistan are supporting the HRDN activities on a regular basis. APP

Frontier Post

ISLAMABAD, September 21, 2003

Skilled HR important to boost economy

F.P. Report:

ISLAMABAD: A skilled Human resource (HR) can play an important role in Pakistan's economic development and minimize loss during natural calamities.

This was said by Senator, Nisar A Memon while inaugurating the two-day 4th All Members Meeting (AMM) of Human Resource Development Network (HRDN) at the National Library Auditorium as chief guest Saturday.

During his speech, Senator, Nisar A Memon said that during two recent cases, i.e. floods in Sindh and Oil-spill case in Karachi Coastal Areas, there had been a huge human loss. "This could be minimized had there been well-trained and properly skilled people with the Government," he said.

Elaborating the importance of skilled human resource for the economic development in Pakistan, he emphasized the need of reflection, rejuvenation, renewed commitment for the cause of human development, and identified a number of areas where HRD professional can chip their expert services in addition to their routine activities. He also mentioned that the Pakistan Constitution has a number of provisions, which are not yet fully implemented only due to lack of skills and awareness among the people of Pakistan.

"The eradication of violence against women, equal opportunities for women folk, speedy justice, corruption-free executive and many more are such slogans that have so far been unachieved and the HR professionals can play a very important role in achieving this by creating awareness and role clarity among the masses," he said.

He appreciated the efforts of HRDN and said that the direction and magnitude of work done in a short sojourn is laudable.

Prior to this, Chairperson HRDN Roomi S. Hayat welcomed the chief guest and expressed his gratitude for the personal interest of Senator Nisar A. Memon with Human Resource Development. He said that with the active support of the HRDN members, the Network would prosper and would come up to the need of the day. He announced that Senator Nisar A Memon has been formally accepted as the first Honorary Member of HRDN and also the first legislator to become a member.

ISLAMABAD, September 20, 2003

Skilled human resource importance highlighted

BY OUR STAFF REPORTER

ISLAMABAD - The development of human resource can play a vital role in the progress of the country as the lack of skills and awareness among the people is responsible for most of our problems.

These were the views of the speakers at the inaugural ceremony of fourth All Members' Meeting (AMM) of Human Resource Development Network (HRDN) held at National Library Auditorium here on Saturday.

Speaking on the occasion Ex-Minister Senator Nisar A. Memon said Pakistan Constitution has a number of provisions, which are not yet fully implemented only due to lack of skills and awareness among the people of Pakistan. He highlighted the importance of skilled human resources for the economic development in Pakistan.

He emphasised the need for reflection, rejuvenation and renewed commitment for the cause of human development and identified a number of areas where Human Resource Development professionals can chip in their professional services in addition to their routine activities.

Eradication of violence against women, equal opportunities for women in folk, speedy justice, corruption-free executive and many more all these slogans are so far un-achieved, he said, adding the HR professionals can play a pivotal role in achieving this by creating awareness and role clarity among the masses.

Nisar appreciated the efforts of HRDN and said that the direction and magnitude of work done in a short span of time is laudable.

Senator Nisar A. Memon also emphasised the role of HRD in proper administration during natural calamities. He said that during two recent cases, i.e. devastating oil-spill Karachi coastal areas, extending colossal loss with regard to human and capital.

This could only be minimised through well-trained and properly skilled people side by side Government's concerted efforts.

Earlier Roomi S. Hayat, Chairperson HRDN in his welcome address said that with the active support of HRDN Members, the Network would prosper and will come up to the need of the day.

He announced that Senator Nisar A. Memon has been formally accepted as the first Honorary Member of HRDN and also the first legislator to become a member. Robeela Bangash, Honorary Network Coordinator, presented the achievements of HRDN and informed all the participants about the successful events held during last one year.

ISLAMABAD, September 20, 2003

Nisar Memon underlines need for skilled human resources

By Ali Imran

ISLAMABAD - Senator Nisar A. Memon has underlined the need for skilled human resources for economic development of Pakistan.

He was addressing the fourth All Members Meeting (AMM) of meeting Human Resource Development Network starting here on Saturday. Senator Nisar A. Memon inaugurated the two-day moot.

He called for renewed commitment for the cause of human development and identified a number of areas where HRD professionals can chip in with their professional services. He said constitution of Pakistan has number of provisions which are not yet fully implemented due to lack of skills and awareness among the people of Pakistan.

Nisar said eradication of violence against women, equal opportunities for womenfolk, speedy justice, corruption free executive are - need of the time. The 4th Annual meeting is aimed to bring all members from Pakistan and other neighbouring countries Afghanistan, Bhutan and Nepal, together for discussing the issues faced by Human Development professionals.

The meeting will devise appropriate strategies to overcome the problems identified by its members through effective policy revision and other suitable measures.

So far, the Network has gone a considerable length in improving the quality of training and other HR activities and has initiated the process of capacity building, research, information sharing, database development, resource centre, exposure visits for promoting interests of HR professionals and organisations. The Aga Khan Foundation and Action Aid Pakistan are supporting the HRDN activities on a regular basis.

Earlier, Roomi S. Hayat, Chairperson HRDN in his welcome address said that with the active support of HRDN Members, the Network would expand its activities. Network Coordinator Robeela Bangash described the achievements of HRDN and informed the participants about the events held in one year.

ISLAMABAD, September 20, 2003

Nisar for skilled human resources

ISLAMABAD, Sept 20: Senator Nisar A. Memon has underlined the need for skilled human resources for economic development of Pakistan.

He was speaking at a meeting of Human Resource Development Network here on Saturday. The senator inaugurated the two-day moot.

He called for renewed commitment for the cause of human development and identified a number of areas where HRD professionals can chip in with their professional services.

He said the Constitution had a number of provisions which were not yet fully implemented due to lack of skills and awareness among the people.

The former information minister said eradication of violence against women, equal opportunities for them, speedy justice, corruption-free executive were need of the time.

The meeting aimed at bringing all the members from Pakistan and other neighbouring countries Afghanistan, Bhutan Nepal, together for discussing the issues faced by Human Development professionals. The meeting will devise appropriate strategies to overcome the problems identified by its members through effective policy revision and other suitable measures.

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Network Coordinator Robeela Bangash described the achievements of HRDN and informed the participants about the events held in one year. -APP

BUSINESS RECORDER

ISLAMABAD, September 21, 2003

Memon stresses need for renewed efforts to develop human resources

RECORDER REPORT

ISLAMABAD: The fourth All Members' Meeting (AMM) of Human Resource Development Network (HRDN) started here in National Library Auditorium on Saturday.

While inaugurating the two-day HRDN moot, Senator Nisar A. Memon underlined the importance of skilled human resource for the economic development in Pakistan.

He emphasised the need for reflection, rejuvenation and renewed commitment for the cause of human development, and identified a number of areas where human resource development professionals can chip in their professional services in addition to their routine activities.

Memon said that Pakistani Constitution, has a number of provisions which have not yet been fully implemented only due to lack of skill and awareness among the people of Pakistan.

Eradication of violence against women, equal opportunities for women folk, speedy justice, corruption-free executive and many more all these slogans are so far unachieved, he said, adding that HR professionals can play a pivotal role in achieving this by creating awareness and role clarity among the masses.

Nisar appreciated the efforts of HRDN and said that the direction and magnitude of work done in a short span of time was laudable.

He emphasized the role of HRD in proper administration during natural calamities. He said two recent cases, i.e. devastating floods in Sindh and disaster of oil spill in Karachi coastal areas, extended colossal loss, which could only minimize through well-trained and properly skilled people along with coordinated efforts of Government.

Earlier, Roomi S Hayat, chairperson of HRDN, in his address of welcome said that with the active support of HRDN Members, the Network would prosper, fulfilling the present-day needs.

He announced that Senator Nisar A. Memon has been formally accepted as the first Honorary Member of HRDN and also the first legislator to become a member.

Robeela Bangash, Honorary Network Coordinator, presented the achievements of HRDN and informed all the participants about the successful events held during last one year.

INTERNATIONAL THE NEWS

ISLAMABAD, September 21, 2003

Skilled human resource vital for economic uplift

ISLAMABAD: The fourth all members' meeting of Human Resource Development Network (HRDN) started here in National Library Auditorium.

While inaugurating the two day HRDN moot, PML-Q Senator and former federal information minister Nisar A Memon underlined the importance of skilled human resource for the economic development in Pakistan. He emphasised the need of reflection, rejuvenation and renewed commitment for the cause of human development and identified a number of areas where Human Resource Development professional can chip in their professional services in addition to their routine activities, says a press release.

Nisar Memon mentioned that the Pakistan constitution has a number of provisions, which are not yet fully implemented due to lack of skills and awareness among the people of Pakistan.

Eradication of violence against women, equal opportunities for womenfolk, speedy justice, Corruption free-executive and many more 'all these slogans are so far unachieved, he said, adding that the HR professionals can play a pivotal role in achieving this by creating awareness and role clarity among the masses.

Nisar appreciated the efforts of HRDN and said that the direction and magnitude of work done in a short span of time is laudable.

Senator Memon also emphasised the role of HRD in proper administration during natural calamities. He said that during two recent cases, i.e., devastating floods in Sindh and disaster of oil spill in Karachi coastal areas, extending colossal loss with regard to human and capital.

This could only be minimised through well trained and properly skilled people side by side Government's concerted efforts. Earlier, Roomi S Hayat, chairperson HRDN in his welcome address said that with the active support of HRDN members, the network would prosper and will come up to the need of the day.

He announced that Senator Nisar A Memon has been formally accepted as the first honorary member of HRDN and also the first legislator to become a member of the network.

BUSINESS RECORDER

ISLAMABAD,
September 21, 2003

Enhancement, sustainability of HRDN recommended

RECORDER REPORT

ISLAMABAD: Various avenues were explored for the enhancement of Human Resource Development Network's (HRDN) future course of action and for its sustainability in the fourth All Members Meeting (AMM) of (HRDN), which concluded here on Sunday in the National Library Auditorium.

In the concluding session, the Network members deliberated upon the strategic issues faced by the Human Resource Development professionals and organisations with a commitment to promote the Human Resource Development sector at national and international levels.

The Board members thoroughly analysed the performance and achievements of the Network and took concrete decisions to make it a sustainable international entity having recognition in all development spheres.

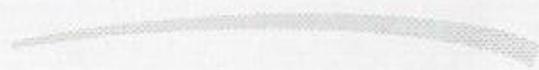
During this session, Strategic Planning draft of the Network for next 7-10 years was also presented. Adequate discussion took place on the future course of action and the resources required to materialise these plans, keeping in view the cost effectiveness and gender sensitivity.

The Network members delivered detailed analysis of HRDN's activities based on three levels, i.e., General Body, Board of Directors and Secretariat. It was found that the overall performance and the direction of working were quite satisfactory and recommendations were made to make the systems more effective and helpful for the capacity building of trainers.

The Human Resource Development Network is supported by Action Aid Pakistan and Aga Khan Foundation (Pakistan) through its Pakistan Canada Social Institutions Development Programs (Paksid)

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Human Resource Development Network (HRDN) is a membership based nonprofit organization registered under the Societies Act 1860, operating from its secretariat in Islamabad. We have about 300 individual and 60 Organizational members brought together by a common interest in elevating the quality of HRD interventions in the country. The organization is governed by a democratically elected Board of Directors from amongst its members.

HRDN's mission is to build and strengthen the profession of human resource development with a particular focus on civil society through creating and promoting best HRD practices and enhancing our members' access to national and international resources in HR management.



HUMAN RESOURCE DEVELOPMENT NETWORK

41, ST. 56, F-6/4, ISLAMABAD

TEL: +9251 2828259 | FAX: +9251 2826540

EMAIL: [INFO@HRDN.NET](mailto:info@hrdn.net) | WEBSITE: [HTTP:// WWW.HRDN.NET](http://www.hrdn.net)

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