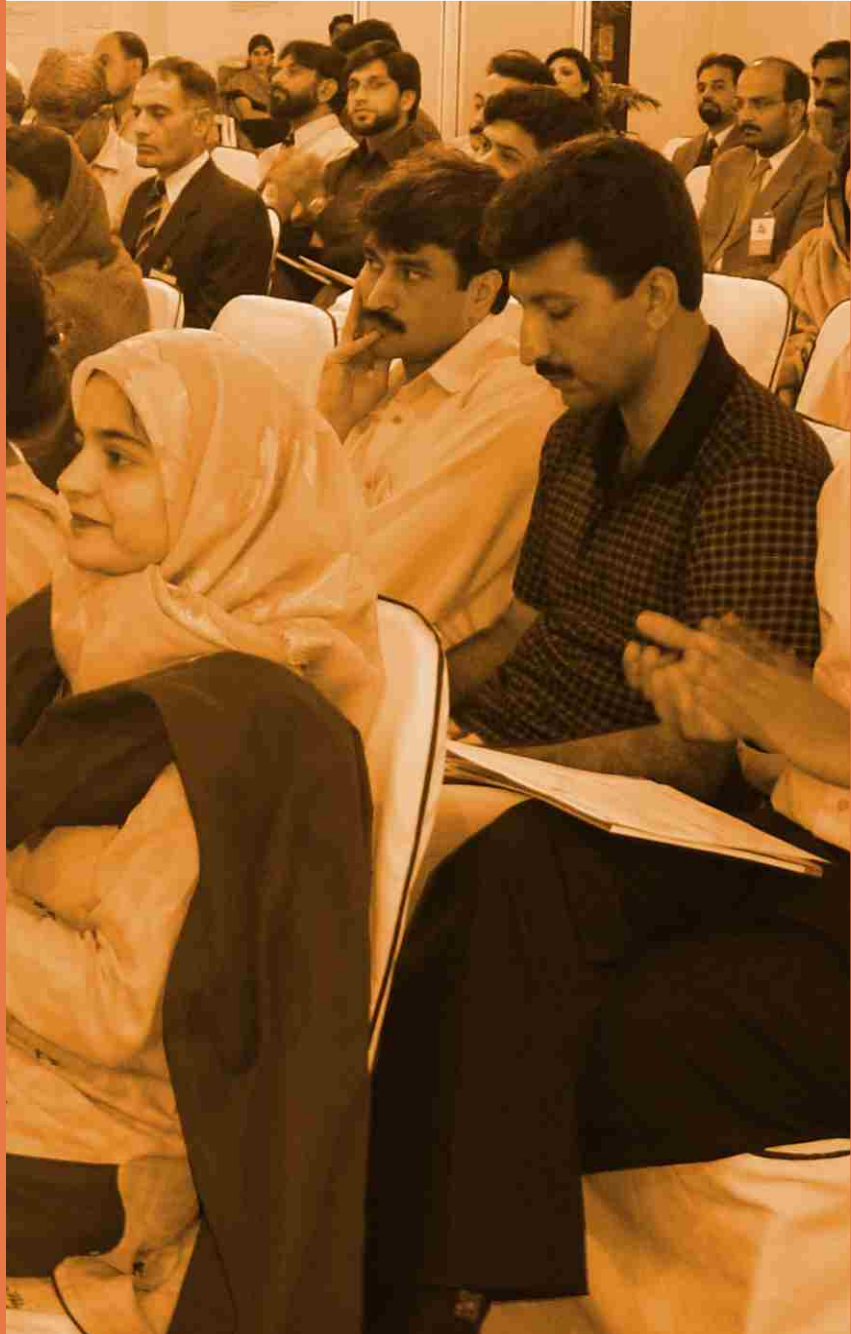


5th

ALL

MEMBERS

MEETING



Human Resource Development Network

August 7 - 8, 2004

Islamabad

REPORT

© Contents of this publication can be reproduced with due acknowledgment to HRDN.

Compiled by
Syed Saad Hussain Gilani

Designed by
Asad Ijaz

Printed by
PanGraphics



August 7-8, 2004
Islamabad



Group Of Participants in Inaugural Session

CONTENTS

Executive Summary	1
Inaugural Session	3
Progress Review & Future Plans	5
Progress Update	
Strategic Plan	
Financial Report	
Learning Session	8
Social Evening	11
Concluding Session	12
Other Highlights	13
Annexes	15
Schedule	
List of Participants	

EXECUTIVE SUMMARY

The General Body of Human Resource Development Network meets once a year to review the Network's progress towards its stipulated objectives, take important long term and short term decisions, monitor progress and map out future course of action. The annual All Members Meeting (AMM) provides a unique opportunity to all the members of HRDN to share, learn, develop linkages with other members and give their inputs for further enhancing the effectiveness and relevance of HRDN's services.

Agenda for AMM is developed in consultation with HRDN Members. Invitation letters are sent to Members one month in advance and members are requested to convey any important agenda item to the Network Secretariat along with a brief write-up for its inclusion at appropriate place in the Programme.

The 5th All Members Meeting of HRDN was held at the Best Western Hotel, Islamabad on August 7-8, 2004. Major objectives of AMM - 2004 were to:

- Update HRDN members on the new developments in HRDN during the year;
- Share programmatic and financial progress of the Network;
- Provide an opportunity to members to interact with other members and develop linkages;
- Get Members' input on a range of programmatic and management issues of HRDN;
- Contribute towards professional development of members;

Mr. Munir Merali, CEO-AKF(P) chaired the inaugural session whereas Senator Nisar A. Memon was the chief guest in the concluding session. More than 110 members from all membership-categories were present at this occasion.

In this two-day moot, achievements of HRDN in the preceding year as well as major challenges confronted by the Network were shared with the members. During various sessions, participants were also given opportunities to air their views on HRDN's financial and programmatic progress and suggestions for improvement. In addition, a very informative and educative session on **“Promoting Devolution thru HRD Interventions”** was organized where chosen experts in this field identified key areas of interventions for HRD professionals, which could help accelerate the process of devolution of power.

In short, the 5th AMM turned out to be the most well attended of all general body meetings so far. It provided HRDN members the opportunity to bond with one another, learn and above all voice their expectations and suggestions from this Network.



INAUGURAL SESSION

After recitation, **Mr. Roomi S. Hayat**, Chairperson-HRDN, welcomed all those present at the occasion. He informed the participants that HRDN's membership almost doubled in the last year, which was a testimony to growing recognition of the Network. He held that the demand for HRDN's membership was growing without any advertisement or marketing and purely from the word of mouth which was an indicator of member's satisfaction with the Network. He concluded his speech by expressing his hope that the Network would continue to grow and further enhance the quality and relevance of its interventions.

Mr. Azhar Saeed, Coordinator-HRDN, presented an overview of the Network's performance over the last one year. He said that the Network is consistently growing both in terms of membership as well programmes. He said that HRDN is not only pursuing its core objectives in a proactive manner but is also vigilant about the sustainability of its programme. In this context, he acknowledged Aga Khan Foundation Pakistan's support, which was helping HRDN a great deal in becoming institutionally strong and move towards greater financial stability. He also paid thanks to the members of HRDN who not only contribute financially year after year but also provide intellectual support as and when needed by the Network. He added that the Network was faced with two interlinked challenges, one; to ensure that members' interests are adequately addressed and two; to bring more clarity in HRDN's mandate and sharpen HRDN's programmatic focus. In this regard, he informed the audience that strategic planning of HRDN was being conducted with involvement of all stakeholders and the exercise was progressing smoothly. Sharing details of other major achievements of the Network, he said that HRDN is all set to organize the 2nd International HRD Congress for which all financial and technical resources had been lined up. Significant improvements in the quality of HRDN's quarterly newsletter ILLUME, launching of first Online Trainers Database and issuance of Membership Cards were among other notable developments. He concluded by saying that HRDN would continue its growth and the members would feel a positive change in the working of this Network in the coming few months.



Mr. Munir Merali, the Chief Executive of Aga Khan Foundation Pakistan and the chief guest of the session, in his brief address, expressed his delight on being invited and given the opportunity of being a part of this Network. He then chose to give a crisp comparison of Pakistan's major social and economic development indicators with the rest of the world and pointed out that the poverty in Pakistan would further aggravate if the present state of affairs continues. Elaborating this point, he said that after a decade, about 2 billion more people would be added to this planet. They would surely need new opportunities to grow whereas at present, Pakistan stands at 142nd position according to the Human Development Index. This shows that there is a great challenge for HRD professionals particularly in Pakistan, which is at present sixth largest country in terms of population. He said that this is a period of dramatic change in the societies. In this scenario, work of the organizations like HRDN is extremely crucial. He emphasized on finding ways to transfer macro-economic benefits to the real poor. He stressed on the need of institutional backstopping for current brain-drain phenomena that is taking place and is surely detrimental for the country's ability to meet the future challenges. He concluded his address by saying that AKF(P) would continue its support for HRDN.

At the conclusion of the inaugural session, Chairperson HRDN presented a memento to the Chief Guest.

A shield was also awarded to Ms. Robeela Bangash in recognition of her volunteer services in leading the Network Secretariat Team for six months as Honorary Network Coordinator. Two more shields were awarded, one each to Ms. Aqeela Tahir and Ms. Afshan Tehseen for their active contribution in guiding the Network while being at the Board of Directors for more than 2 years.



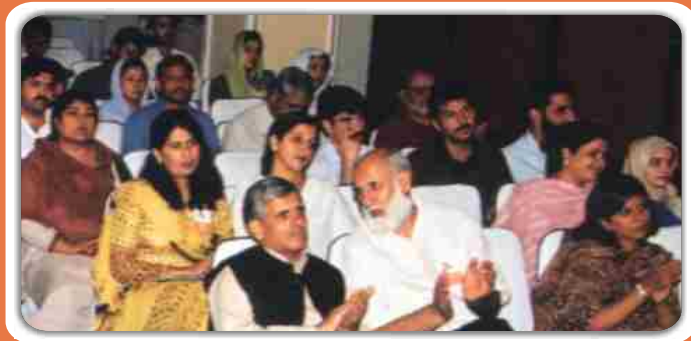
PROGRESS REVIEW AND FUTURE PLANS

There were three power-point presentations made by HRDN Staff to elaborate the performance of HRDN. A brief account of these presentations is given below:

1. Progress Update of HRDN

Mr. Saad Gilani, Programme Officer Research, reported HRDN's achievements after the last AMM and highlighted the major changes in governance and management systems. The presentation also depicted the progress on major recommendations made by members during the 4th AMM. The presentation also included some information on the major financial transactions that took place during the last year. By and large, participants showed satisfaction over the progress. Following is the gist of the discussion wherein the participants openly commented on the subject:

- Chaudry Israr ul Haq recommended that all HRDN reports and publications should be available on website for wider access.
- Mr. Khan Muhammad suggested that HRDN's future plans should be based on credible research and it should target the real issues.
- Mr. Amjad Rasheed appreciated HRDN's efforts in bringing quality trainers to the fore. However, he complained about the high cost being charged by Trainers nowadays. He also offered to be the Local Chapter of HRDN in Quetta.
- Mr. Qazi Zeeshan Saleem requested arranging "Training of Trainers".
- Mr. Arshad Akif appreciated HRDN's performance and emphasized on maintaining the same quality of work. On Trainers' Cost, he defended the trainers' community and said that good quality trainers have a right to charge high cost because this is the only incentive they get.
- Mr. Najaf Khan questioned HRDN's performance in organizational development



and the relevance of the theme of 2nd International HRD Congress with the overall objectives of HRDN.

- Mr. Siraj ul Haq said that Trainers' Certification is a good idea but HRDN should involve the public sector for ensuring its recognition and acceptance. He also requested HRDN to standardize training manuals and make these available on HRDN's website.
- Mr. Sheeraz Aslam Mian offered to be the Local Chapter of HRDN at Faisalabad. He also requested the Board of Director to upgrade the suitably qualified General Members to the category of Professional Members.
- Ms. Shazia Abbas requested HRDN for arranging subject specific trainings for members.
- Mr. Zia Ahmad and Ms. Shahida Kazmi emphasized on broader participation of members in all strategic interventions of HRDN, particularly in Strategic Planning.
- Mr. Anis Danish demanded more clarity on the role of Local Chapters.
- Ms. Shaista Bukhari urged for flexibility in fee structure for small NGOs.
- Ms. Shazia Bangash suggested to allocate some seats for women in the HRDN BoD.
- Mr. Farrukh Javed Kazi emphasized on the need of enhancing HRDN's visibility among higher echelons.
- Mr. Abdur Rab shared that HR is quite broader term and HRDN will have to move quickly if it intends to cover all the components of HR including HRD.



The Board of Directors and Coordinator of the Network adequately responded to these queries. Finally, Mr. Roomi S. Hayat wrapped up the discussion. He expressed his pleasure on growing maturity in the expectations of members from this Network. He said that the Network had surely grown in all aspects but along with this growth, the expectations of members are also on the rise. He urged the members to realize the different nature of HRDN as compared to other NGOs. He said that there is a highly democratic system of decision-making in all HRDN interventions.

Regarding allocation of seats for women on Board, he regretted to do so and encouraged women members to be more active and compete with their men counterparts in elections. He encouraged all members to continue to provide their feedback to the Network.

2. Presentation on HRDN's Strategic Plan

Mr. Saad Gilani presented the salient features of HRDN's Strategic Plan. He explained the broader vision, mission and objectives and elaborated major strategies and their corresponding interventions for the understanding of members. The members approved the Strategic Plan in principle and made following suggestions;

- Strategic Plan seems relatively more focused on the needs of “large” organizations. It should include some activities for small NGOs as well;
- Resource analysis of the plan should be done carefully and realistically “Process” of implementation of each interventions needs to be clearly spelled out;

3. Financial Report

Mr. Roomi S. Hayat presented the detailed financial report of the Network and explained all the budget heads of income and expenses. The General Body formally approved the financial statement by show of hands.



LEARNING SESSION

The tradition of organizing capacity building activities in All Members Meeting was upheld in 5th AMM as well. A panel discussion on **“Promoting Devolution thru HRD Interventions”** was organized where renowned experts, having in-depth understanding and knowledge on the subject, were invited to speak. Among the speakers were:

- Ms. Nafeesa Shah District Nazim Khairpur Sindh
- Ms. Shahnaz Kapadia Rahat Development Consultant (DSP)
- Dr. Faiz H. Shah CEO, Pakistan Compliance Initiative

Mr. Azhar Saeed facilitated the discussion as moderator. Each speaker was given 10 minutes to present his/her point of view on the subject followed by a detailed Q&A session.

Ms. Nafeesa Shah, in her opening speech, argued that the importance of human resource development couldn't be over emphasized in making devolution work. However, she deplored that although the term is over used in Government and a lot of resources are being poured into training but a visible improvement in performance is yet to be seen. Besides HR related issues, she said that there are other constraints which come in the way of smooth functioning of district governments. These include ambiguity in the systems and processes at the interface of provincial governments and district administration, lack of clarity in roles and responsibilities of various actors, design complications in the new setup and multiple chains of command for the district government officers. She also emphasized on the need to create an enabling environment for women participation so that women representatives could play their due role in local governance.

Dr. Faiz H. Shah presented the findings of his numerous researches in governance and devolution and shared various examples where different agencies have undertaken innovative HRD initiatives that proved helpful in strengthening the systems, creating broader understanding among the key stakeholders and making things go smoothly. He said that



still there were enormous opportunities where members of different provincial committees, members of CCBs and staff of District Government could be trained. He concluded that developing a good devolution network is not a problem but the real problem is having a positive attitude towards change and HRD is the only way out in this scenario.

Ms. Shahnaz Kapadia took further the need of HRD for the three tiers of District Government with a slightly changed definition of the three working arms of the District Government. She said the District Government is composed of citizen sector, the elected representatives (Nazims & Councilors) and the Administration. In first place, the citizen sector has to ensure the physical and financial accountability of the new setup. For this purpose, they are required to be well-equipped with the concept and methodology of social auditing. Secondly; the District Government must be clear on its strategic goals where they need to go and then point out what sort of human resources they require to achieve their strategic goals. For this purpose, they need to know the process of multi-year planning which no Government has done so far. In third place, the district administration needs quality training on their roles and responsibilities and basic skills to deal with the responsibilities entrusted to them

After this initial discussion, a thorough question & answer session took place. Mr. Razzaq Malkana, Mr. Zia ur Rehman, Ms. Mubashara Atif, Mr. Gulbaz Afaqi, Mr. Manzoor Khaliq, Mr. Muhammad Mujeeb, Mr. Ozair A. Hanafi, Ms. Riffat Shams, Mr. Muhammad Farooq, Ms. Afshan Tehseen and some other HRDN members asked various questions and offered comments on the topic. Following area's were identified for HR Professionals

- Capacity building of all tiers of District Government, clearly explaining their roles and responsibilities in the new setup;
- Negotiating with Donors and lobbying for allocation of more funds for capacity building of key stakeholders involved in District Governments;



- The Local Government Ordinance is silent on many crucial issues and there is an opportunity for HR professionals to inform the Government and improve the enactment;
- Identify best practices / success stories in devolved district governments and share them widely;
- Build capacity of women councilors and enable them to play their due role in the development process;
- Help establish Tehsil-level Information Centers to inform general masses about the appropriate departments to get their problems remedied in the new setup;
- Identify communication gaps vertically and horizontally prevailing in district governments; especially those hindering their smooth functioning;
- Help all tiers of district governments develop and implement sustainable resource management plans;
- Enable local communities play their role stipulated in local governance through capacity building;

At the end of the session, Mr. Roomi S. Hayat gave out shields to the Speakers.



SOCIAL EVENING AND DINNER

On the evening of first day, a dinner was organized for HRDN members in the spacious lawn of Adventure Inn, Islamabad. In this fun filled evening, members enjoyed folk songs, poetry and a sumptuous dinner.

RECOGNIZING THE VOLUNTEERS OF THE YEAR

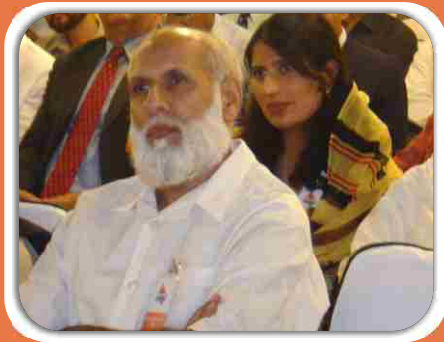
Recognizing the efforts of those volunteers who have gone an extra mile in supporting HRDN to pursue its plans is an integral part of the All Members' Meetings every year. The same was upheld in 5th AMM and the services of following members were applauded by the assembly:

Ms. Robeela Bangash
Mr. Ghias M. Khan
Mr. Atiq ur Rehman Mirza
Dr. Aliya H. Khan
Ms. Nasira Bedar
Ms. Humaira Hussain

Mr. Manzoor Khaliq
Mr. Asmatullah Khan
Dr. Tahir Hijazi
Ms. Saadia Malik
Ms. Shazia Bangash

Mr. Ozair A. Hanafi
Ms. Tanya Khan
Mr. M. Shafiq Rana
Ms. Mir Khadija Shahid
Ms. Noor Fatima

In addition, there was a great applause for some organizational members who supported HRDN during the last one year. These organizations were:



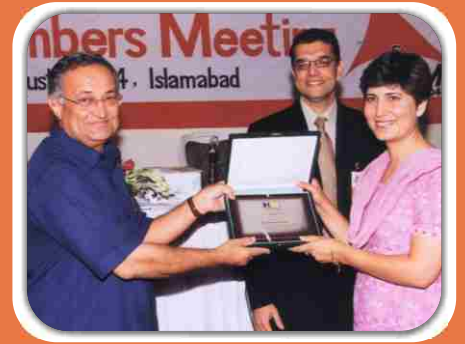
CONCLUDING SESSION

The concluding session of 5th AMM was chaired by Senator Nisar A. Memon. The session began with a welcome address by **Mr. Roomi S. Hayat**, Chairperson HRDN wherein he paid thanks to all HRDN members for taking keen interest in HRDN's interventions and for actively participating in all AMM sessions. He expressed confidence that with this zeal and enthusiasm, the Network would surely take shape according to the wishes of its members. He also summarized the major happenings of the previous two days for the information of the Chair and highlighted some major achievements of the Network over the past one year. He also thanked Senator Nisar Memon for his presence in spite of his numerous other commitments. He concluded by appreciating the efforts of HRDN staff and all those who volunteered their services in organizing this event.

The Chief Guest, Senator **Nisar A. Memon**, in his address applauded the performance of the Network in promoting a culture of quality consciousness and professionalism in HRD. He said that being a member of HRDN, he felt privileged because this Network was among the few institutions who were holding their annual meetings regularly for the last several years where organisational performance and future plans were openly shared and discussed. He urged the Network members to identify those core areas that hinder the smooth progress in poverty alleviation and human development. He pledged to take up these issues to the parliament for policy reform. He expressed deep satisfaction over the development of HRDN's strategic plan.

Mr. Azhar Saeed, Coordinator HRDN, in his vote of thanks, expressed thanked to the Chief Guest for his presence and for providing such valuable guidance to the Network for its future interventions

The event came to an end with this session.



OTHER HIGHLIGHTS

1. Launch of Trainers' Database

HRDN has been able to develop the first ever online Trainers' search facility to help various categories of clients in identifying appropriate training experts for their capacity building programmes. Taking advantage of the presence of HRDN members, this online facility was launched during the first session of 5th All Members Meeting. Mr. Sajjad Ahmad, Programme Officer-Training, explained the salient features of this facility to the members and motivated them to send their data on searchable facility.

2. Decision on 7th Annual Trainers' Retreat

After having the 6th Annual Trainers' Retreat in Dubai in April 2004, the consent of members was sought in identifying the prospective place where 7th ATR could be held in 2005. Initial response was quite diversified, however, after several rounds of short-listing, the following three countries were prioritized for the visit next year.

1 = CHINA

2 = MALAYSIA

3 = INDIA

3. Lottery Pottery

There is a tradition of distributing quality literature on NGO Management and Development set by NGORC wherein they distribute some of their latest publications through a lucky draw. This year too, more than a dozen HRDN members got this informative literature.



Participants in Concluding Session

PROGRAMME

Day 1

Saturday, August 7, 2004

Inaugural Session

1430 - 1500	Registration/ Participants to be seated
1500	Arrival of the Chief Guest
1500 - 1505	Recitation from the Holy Quran
1505 - 1515	Welcome Address
1515 - 1530	HRDN Highlights
1530 - 1545	Address by Chief Guest
1545 - 1550	Vote of Thanks
1550	Refreshments

Session I

1630 - 1700	HRDN Progress Update
1700 - 1745	Members Feedback
1745 - 1800	Launching of HRDN's online Trainers Database
1800	Tea

Gala Night (1930 - 2230 hrs)

Poetry

Music

Bar BQ Dinner

(Members can bring their spouses with them)

Programme

Day 2

Sunday, August 8, 2004

Session II

0930 - 1100	Learning Session (Panel Discussion) Promoting Devolution thru HRD Interventions
1100 - 1130	Tea Break

Session III

1200	HRDN's Future Plans
------	---------------------

Concluding Session

1300	Arrival of Chief Guest
1300 - 1310	Concluding Remarks by Chairperson HRDN Roll of Honor
1310 - 1330	Address by Chief Guest
1330 - 1335	Vote of Thanks
1335 - 1430	Lunch

Participants

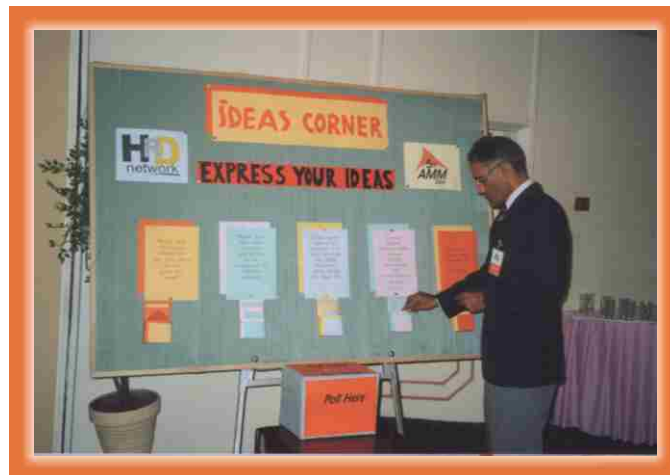
S. No	Name	Organization
1	Abdul Malik	Freelance Consultant
2	Abdul Rub	PPAF
3	Abdul Waheed	Mobilink
4	Adnan Sattar	CRCP
5	Afshan Bhatti	The Network
6	Agha Iqar	Press
7	Akbar Lashari	TRDP
8	Ali Nasir Zaidi	PPAF
9	Almas Saleem	Consultant Trainer
10	Ambreen Iqbal	RWSS Project (SRSP)
11	Amir Fida	PLAN PAKISTAN
12	Amjad Malik	NTC Pakistan
13	Amjad Rsheed	Taraqee Foundation
14	Ammir Bashir	Catholic Relief Services Pakistan
15	Anis Ahmed	
16	Anis Danish	NGORC Karachi
17	Anwar Hussain	ESMA
18	Aqeela Tahir	PLAN PAKISTAN
19	Arshad Akif	Thames Business School
20	Arshad Aziz	SDPI
21	Asma Tahir	NCHD
22	Asmat Ullah	SDPI
23	Atiq Mirza	NRSP
24	Atiq-ur-Rahman	ILO
25	Awais Butt	
26	Bilal Aziz	Bunyad Litercay Organization
27	Brig Muhammad Aslam	SDPI
28	Brig Riaz Ahmed Raiz	NRSP
29	Ch Israr-ul-haq	NCRD
30	Dr. Asmat Malik	NCHD

S. No	Name	Organization
31	Dr. Azher Saleem	HDF
32	Dr. Qaisar Abbas	
33	Dr. Tahir Hijazi	Muhammad Ali Jinnah University
34	Ezaz-ur-Rahman	PCP
35	Faheem Akhtar	
36	Fahmida Abbas	
37	Faisal Hashmi	NRSP
38	Farhat Imran	PCP
39	Farrukh Javed Qazi	P & D Dept, Govt. of Pakistan
40	Ghulam Mahdi	BNN-SKD
41	Grace T Sheikh	LEAD Pakistan
42	Hamid Ullah Khan	
43	Humaira Hussain	SAHIL
44	Imran Alvi	NRSP-IRM
45	Imrana Shaheen	Khushali Bank
46	Imtaiz Shaheen	
47	Israr Muhammad Khan	NCRD
48	Izhar Qayyum	
49	Javaid Khan	NWFP Governor Inspection
50	Kamal Ud Din	Pak-CDP
51	Kamran Malik	PPAF
52	Kazim Abbas Shah	NCHD
53	Khadija Shahid	ESRA
54	Khalid Manzoor Khattak	DTCE
55	Khalid Masood Ch	Free Lance Consultant5656 Khan
56	Khan Muhammad	LPRP
57	Lubna Javed	ActionAID Pakistan
58	M. Mansha	
59	M. Naeem Afzal	Islamic Relief

ANNEX - 2

S. No	Name	Organization
60	M. Sajjad Ashraf	NRSP
61	M. Shahbaz Ullah	Ministry of Education
62	M. Siraj-ul-Haq	NRB
63	M. Younas	
64	M.Imran Shafi	Forest Department
65	M.S.K Chughtai	American Express
66	Mahjabeen Qazi	Farm Forestry Project
67	Mian Sheeraz Aslam	AIMS College
68	Manzoor Awan	Sungi Development Foundation
69	Manzoor Khaliq	ILO
70	Masroor Hussain	Bank of Khyber
71	Mazhar Nutkani	
72	Mian Muhammad Shafiq	
73	Mir Usman	Nestle Pakistan
74	Mubashar Nabi	PPAF
75	Muhammad Ayaz	Peshawar University
76	Muhammad Farooq	Sabawon
77	Muhammad Zahoor	RWSS Project (SRSP)
78	Murad Ali	Student
79	Musal Ali	AKRSP-AKD
80	Najaf Khan	PPAF
81	Najeeb Aslam	NCHD
82	Najma Gill	SRSP
83	Nangar Soomro	TRDP
84	Nargis Bibi	SRSP
85	Nargis Seemab	SRSP
86	Nasira Bedar	Khushali Bank
87	Noor Fatima	NEPRA
88	Ozair A Hanafi	Khushali Bank

S. No	Name	Organization
89	Raheel Khan	Press
90	Rana M.Shafiq	SECP
91	Razak Ahmed Malkana	
92	Riffat Shams	UNDP
93	Rizwana Khattak	SRSP
94	Roomi S Hayat	NRSP-IRM
95	Saadia Malik	Rozan
96	Sadaf Naz	
97	Sajjad Ismail	Pan Environment
98	Sara Mahmood	NCHD
99	Shahid Iqbal	C-P-S
100	Shahida Kazmi	PLAN PAKISTAN
101	Shaista Bukhari	
102	Shakir Ullah	NTC
103	Shazia Abbas	Khushali Bank
104	Shazia Bangash	RWSS Project (SRSP)
105	Shirin Gul	LEAD PAK
106	Tahir Nazeer	
107	Tamanna Banoori	SHARP
108	Tariq Malik	
109	Wassaf Syed	RWSS Project (SRSP)
110	Younan Sadat	SRSP
111	Zafran Afzal	Student
112	Zaheer ud din	SDPI
113	Zahid Hussain Shah	NTC
114	Zeeshan Saleem	Rozan
115	Zia ur Rahman	Awaz CDS
116	Zulfiqar Barhmani	VSA
117	Zulqurnain Abbas	



Human Resource Development Network (HRDN) is an association of HRD professionals from Pakistan and other developing Asian countries and organizations from the private and public sectors. Its members are brought together by a common interest in elevating the quality of HRD interventions. Operating through its secretariat in Islamabad and local chapters in various cities, the Network is governed by a democratically elected Board of Directors from amongst its members.

Mission of HRDN is to accelerate development through improving Human Resource Management policies, systems and practices in the nonprofit development organizations and programmes .



HUMAN RESOURCE DEVELOPMENT NETWORK

41-Street 56, F-6/4, Islamabad. Pakistan

Tel: +(92-51)2828259,2821767 Fax + (92-51) 2826540

E-mail: info@hrdn.net Website: www.hrdn.net